

# CAPITOL REGION COUNCIL OF GOVERNMENTS



## ANNUAL BUDGET

July 1, 2014 – June 30, 2015

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Capitol Region Council of Governments, Connecticut for its annual budget for the fiscal year beginning in July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



The full document is available online at [http://www.crcog.org/about/annual\\_budget.html](http://www.crcog.org/about/annual_budget.html) **On the cover:** *The Charter Oak was an unusually large white oak tree growing on what the English colonists named Wyllys Hyll, in Hartford, Connecticut. The name "Charter Oak" stems from the local legend in which a cavity within the tree was used in late 1687 as a hiding place for the Constitution charter. The oak was blown down in a violent storm about 150 years later and made into a chair that is now displayed in the Hartford Capitol Building. The Oak currently serves as the symbol of the Sustainable Capitol Region Initiative, endorsed by the CRCOG Policy Board on September 23, 2009.*

May 21, 2014

To CRCOG Policy Board Members:

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2014 to June 30, 2015 fiscal year reflects the continuing fiscally challenging and changing environment faced by CRCOG and by many of our members. The boundaries legislation for Councils of Governments (COG) was clarified in January 2014, reflecting considerable changes in CRCOG's makeup, which will include a total of nine regions including CRCOG. Metropolitan Planning Organization (MPO) boundary recommendations are due from CT DOT on June 30, 2014.

Fiscal year 2014-2015 will be a time of transition and welcoming those eight towns into CRCOG from the various projects and grants for those towns, as well as integrating them into CRCOG's regional GIS and other opportunities. Given that MPO boundaries will not be final on June 30, 2014, CRCOG has decided to issue main and a supplemental budget that will include the MPO boundaries after the state and federal financing issues have been resolved.

Recent legislative action made connecting town municipal government to the state fiber-optic network a high priority in FY 2014, increasing available funds and opportunities for towns and COG's to connect to the Nutmeg Network. CRCOG's goal is to help member towns leverage the technology opportunities a broadband fiber network can offer to towns, including real-time effective backup services, virtual server opportunities, document management, and enterprise resource planning (ERP) opportunities.

Demand continues strong for CRCOG services in coordinating and leading regional planning and transportation efforts, implementing public safety and homeland security projects, promoting and facilitating service sharing among towns, and harnessing the purchasing power of more than ninety entities to lower costs for everything from electricity to lawn seed. Challenging times, in fact, place more demands on regional efforts. An important challenge will be finding the right "business model" that will support CRCOG's valued work into the future.

Some of the major highlights of a busy and productive year included:

- Members saved \$1.8 million dollars through the Purchasing Council.
- CRCOG's online permitting system expanded to a total of 20 towns and additional services were added to the platform with planned expansion for additional interested towns and offerings.
- This year's budget responds to current economic challenges and to the continuing demand for services. CRCOG's overall operating budget is \$2,889,140 and our grants budget is \$3,862,212.

Specific resource reductions include Homeland Security grants and Housing and Urban Development (HUD) grants expiring in 2014. CRCOG continues to apply for new funding opportunities at the federal and state level, but the current certain revenue stream outlook, although mitigated by carry-over Federal Highway Administration (FHWA) funds from previous

years, is very challenging. This budget presents the best estimate at this time for CRCOG's five year outlook and current mitigation plans, some of which will take place in FY2014.

Revenue Sources	FY2014-2015		
	Operating Budget	Grants Budget	Total
Federal	1,391,168	1,617,797	3,008,965
State	476,746	1,024,416	1,501,162
Local	519,169	-	519,169
Other	502,057	1,220,000	1,722,057
<b>TOTAL</b>	<b>2,889,140</b>	<b>3,862,212</b>	<b>6,751,352</b>
Expenditures	FY2014-2015		
	Operating Budget	Grants Budget	Total
Homeland Security	-	395,369	395,369
Jobs Access	-	442,416	442,416
Municipal Services	-	545,000	545,000
Policy Development & Planning	-	500,000	500,000
Public Safety	-	1,000,000	1,000,000
Transportation	-	979,428	979,428
Personnel	1,148,863	-	1,148,863
Management Support	429,317	-	429,317
Fringe	647,190	-	647,190
Indirect Expenses	297,872	-	297,872
Direct Expenses	350,898	-	350,898
Contingency	15,000	-	15,000
<b>TOTAL</b>	<b>2,889,140</b>	<b>3,862,212</b>	<b>6,751,352</b>

Last year, for the fifth year in a row, CRCOG received recognition of Superior Budget Performance from the Government Finance Officers Association (GFOA). This year's budget includes additional enhancements based on GFOA's feedback to make us worthy of continued recognition. This budget addresses a changing economic environment and provides a greater focus on long term sustainability and financial projections.

Despite challenging economic times, continuing financial sacrifice by staff, and limited resources, we expect CRCOG to continue to make progress on a number of fronts in 2014-2015 to better serve our member communities.

Sincerely,



Mary A. Glassman  
Chairperson



Lyle D. Wray, PhD  
Executive Director

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# 1. INTRODUCTION

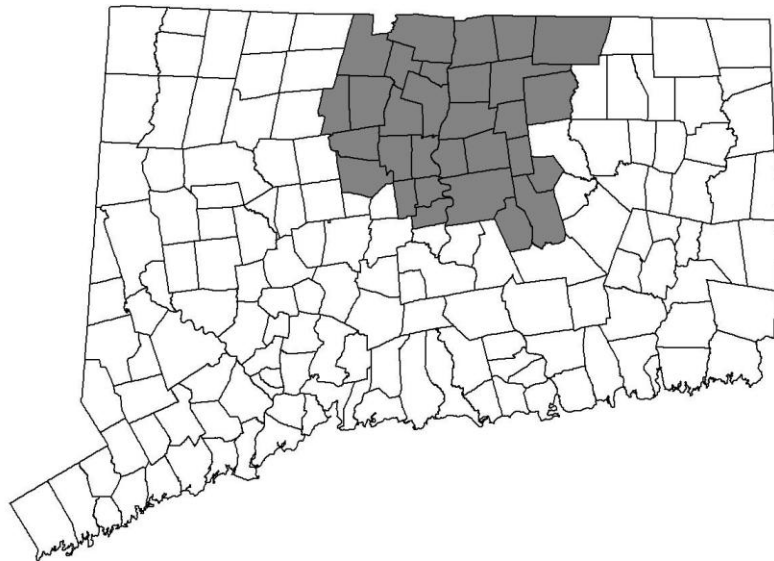
## 1.1. CRCOG OVERVIEW

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The Capitol Region Council of Governments (CRCOG) is the largest of Connecticut's regional planning organizations. CRCOG was established under the Connecticut General Statutes in 1968 as a voluntary association of municipal governments and is currently serving the City of Hartford and 29 surrounding suburban and rural communities. CRCOG is governed by the chief elected officials of our 30 metropolitan Hartford municipalities.

- Andover
- Avon
- Bloomfield
- Bolton
- Canton
- East Granby
- East Hartford
- East Windsor
- Ellington
- Enfield
- Farmington
- Glastonbury
- Granby
- Hartford
- Hebron
- Manchester
- Marlborough
- Newington
- Rocky Hill
- Simsbury
- Somers
- South Windsor
- Stafford
- Suffield
- Tolland
- Vernon
- West Hartford
- Wethersfield
- Windsor
- Windsor Locks

**Figure 1: Current CRCOG Members**



The CRCOG region is 840 square miles in size and it houses approximately 771,088 people. CRCOG is dedicated to expanding the concept of voluntary cooperation among its member municipalities as the means to successfully respond to many of the region's pressing governmental and public challenges.

CRCOG members recognize that the future of our individual members is tied to the future of our region. Our members have collaborated for more than 40 years on a wide range of projects to benefit our towns individually and the region as a whole. CRCOG serves the Capital Region and all our municipalities by:

- Helping members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources, and effective economic development;
- Strengthening the City of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns with the State and Federal governments;

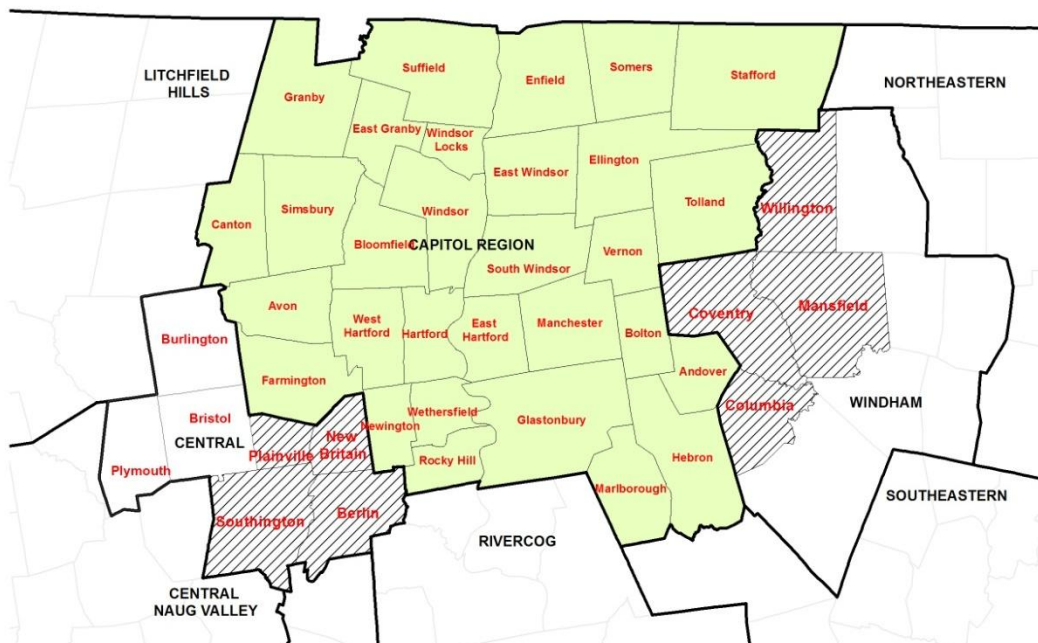


- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs, and values of their regional community.

## 1.2. REDESIGNATION

The Office of Policy Management (OPM) conducted an analysis of the boundaries of logical planning regions and Connecticut planning regions are currently under a redesignation process. Connecticut's federally designated Metropolitan Planning Organizations (MPO) are also under review for redesignation. As this redesignation will not be complete during the timeframe of CRCOG's budget process, CRCOG will issue a supplementary budget that will incorporate any additional towns.

As the redesignation currently stands, an additional 8 towns will be joining CRCOG, 4 on the eastern side and 4 on the south-western side of CRCOG. The expected additions to CRCOG are: Berlin, Columbia, Coventry, Mansfield, New Britain, Plainville, Southington and Willington. The timing of the transfer of these towns in CRCOG will occur during the FY2014-2015 fiscal period. Because of uncertainties regarding specific timing and specific distributions of federal and state financial impacts related to the additional towns, budgetary impacts will be addressed in a separate supplementary budget issued after the timing and process is more certain.



**Figure 2: Additional Anticipated CRCOG Members**

The updated region would be 1,050 square miles with a population of approximately 976,000. The additional anticipated members are diverse as CRCOG's current membership and includes small and large municipalities ranging from populations of 5,461 to 73,153 as well as rural, suburban and urban areas.

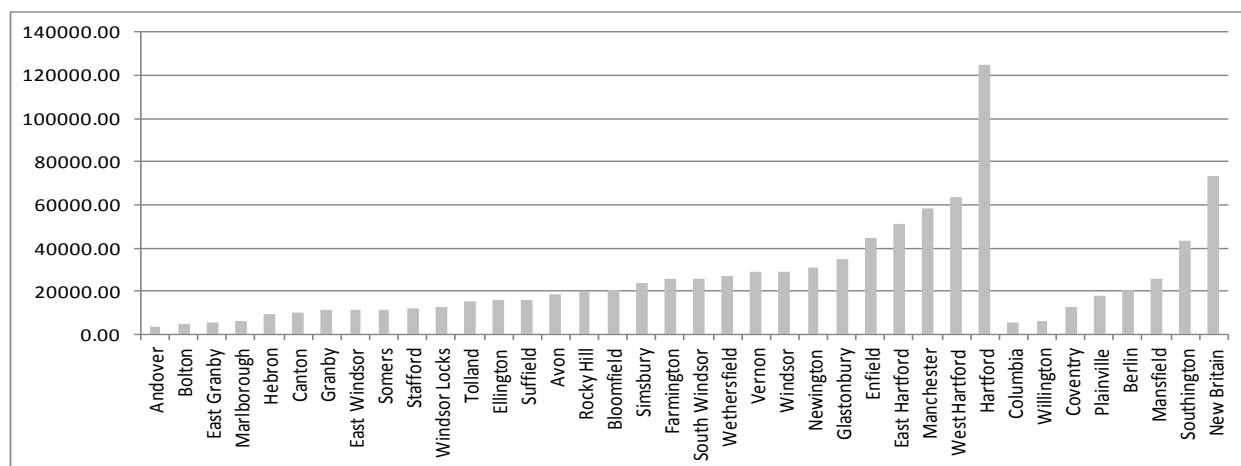


### 1.3. DEMOGRAPHIC AND STATISTICAL PROFILE OF CRCOG REGION

The Capitol Region lies roughly halfway between the two economic centers of New York City and Boston, and at the crossroads of two interstate highways that provide access to the rest of New England and the New York metropolitan area. The Region is also the central point between the cities of New Haven (the former part time state Capital) and Springfield.

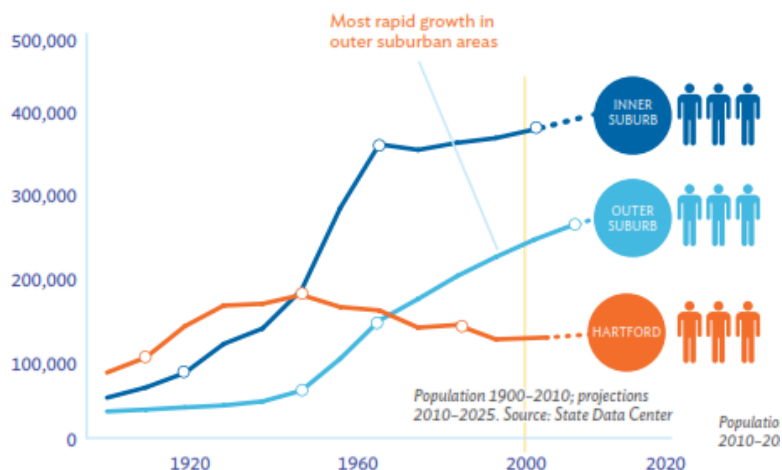
CRCOG, as a regional organization, faces unique challenges in balancing the needs of its constituents. The CRCOG region comprises the City of Hartford and 29 surrounding cities and towns, which vary considerably in terms of population, density, income, employment, and character. Hartford is considered the only fully urban municipality in the region, while 16 communities are characterized as suburban towns and the remaining 13 as rural. The metropolitan statistical region, of which CRCOG is a large part, has a population of 1.3 million. The population size of CRCOG towns ranges from barely 3,000 to over 124,000.

**Figure 3: Population of CRCOG's region and additional eight towns (2012)**



If the additional new towns are included, Hartford and New Britain would be considered urban municipalities and 17 communities would be considered rural and 19 suburban. The range of the population of the towns remain the same.

Our region is rich in history, human and natural resources- reflecting the true character of New England with rivers, hills, farms, town centers, village greens, and historic city neighborhoods all connected to one



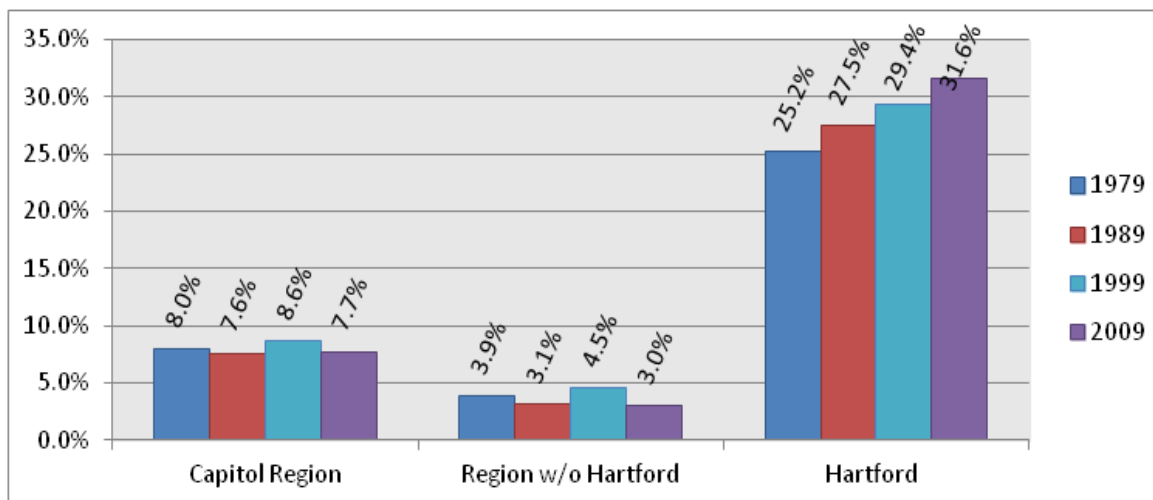
**Figure 4: Population by Area**

Source: Metro Hartford Progress Points 2014 Publication

another. Since 1950, the region's population has grown by approximately 77%, but the percentage living in urban and fully suburban areas has actually declined, from 82 % to 61%.

Partially as a result of the rural/suburban migration, as well as many other factors, relative poverty levels are rising within Hartford while declining in the surrounding towns as a whole.

The vast discrepancy in income levels creates unique pressures on cooperation within the Capital Region; in many cases member towns have clearly divergent priorities and goals. As a consequence, CRCOG's goals and strategy becomes increasingly important to CRCOG's overall direction and decisions.



**Figure 5: Poverty in the Capitol Region**  
Source: Metro Hartford Progress Points 2014 Publication

## 1.4. CRCOG GOALS AND STRATEGIC PLANNING

### 1.4.1. MISSION

CRCOG's adopted mission is as follows:

- Helping members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources and effective economic development;
- Strengthening the capital city of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns with the State and Federal governments;
- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.

### 1.4.2. STRATEGIC PLANNING

In 2012 to arrive at a strategic direction for the next several years, the CRCOG Policy Board undertook an in-person member survey, received staff input on that same survey, considered demographic and other drivers as part of an environmental scan, and considered current commitments of various CRCOG programs. In November 2012 Policy Board members met to consider CRCOG's strategic priorities and it is from this meeting and prior documentation that this summary was prepared.

The major themes that emerged from the CRCOG strategic review include:

- Diversify funding sources that support CRCOG's core services.
- Continue technical support in Transportation and Planning areas and continued leadership in Regional Transit and Sustainable Communities.
- Continue efforts in shared services, especially in currently successful areas (e.g., Purchasing Council and CAPTAIN) and upcoming high priority areas for municipalities (e.g., leveraging Broadband and Human Resources).
- Strive for a strong capital region by outreach and networking to policy board members, especially new members and smaller towns.

**Figure 6: Strategic Themes**



The diagram above illustrates these goals graphically. With a strong capital region at the core, CRCOG will continue in the areas where CRCOG excels (technical support in transportation and planning, leadership in transit and livable communities, successful shared services), diversify its funding sources and reach out and network with new members and policy board members.

The entire 2012-13 strategic plan is located in the appendix of this budget and will be updated every three years.

### **1.4.3. DEPARTMENTAL GOALS**

Each department focuses on one or more aspects of CRCOG's strategic plan and are outlined in more detail in the departmental narrative. Overall, however, the departmental goals are as follows:

**Office of the Executive Director:** The Office of the Executive Director focuses on all the strategic areas, primary focus areas are in outreach to elected officials and new members, diverse funding sources and maintaining a strong capital region.

**Finance:** Strategically, finance focuses on Diverse Funding Sources and supporting CRCOG's administration, which indirectly supports all of CRCOG's strategic goals.

**Policy Development and Planning:** Policy Development and Planning supports the strategic areas of Transportation and Planning Technical Support, Strong Capital Region and Regional Transit and Livable Communities.

**Transportation:** Transportation supports the areas of Transportation & Planning Technical Support, Regional Transit and Livable Communities and a Strong Capital Region.

**Public Safety and Homeland Security:** Public Safety and Homeland Security support the areas of Existing and New Shared Services and a Strong Capital Region.

**Municipal Services:** From a global strategic view, Municipal Services supports the strategic areas of Existing and New Shared Services and Diverse Funding Sources.

### **1.5. CRCOG ORGANIZATION AND MANAGEMENT**

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CRCOG, established under Connecticut General Statutes, is a voluntary association of municipal governments. The Capitol Region Council of Governments is governed by a Policy Board comprised of the mayors, first selectmen, and town council chairmen of its 30 member municipalities. The Policy Board receives guidance from several working committees.

- **Transportation Committee**—reviews and makes recommendations for funding each year for regional transportation and transit projects.
- **Regional Planning Commission**—prepares and updates the Regional Plan of Development. Based on the Regional Plan, the Commission reviews and comments upon municipal projects that affect regional land use.
- **Municipal Services Committee**—carries out projects and programs to improve governmental efficiency and save tax dollars through cooperative projects, shared services and other direct service initiatives for member towns.
- **Public Safety Council**—develops and implements practical regional projects to promote regional public safety and inter-agency strategies for public safety service delivery, managerial cooperation and use of advanced technologies.

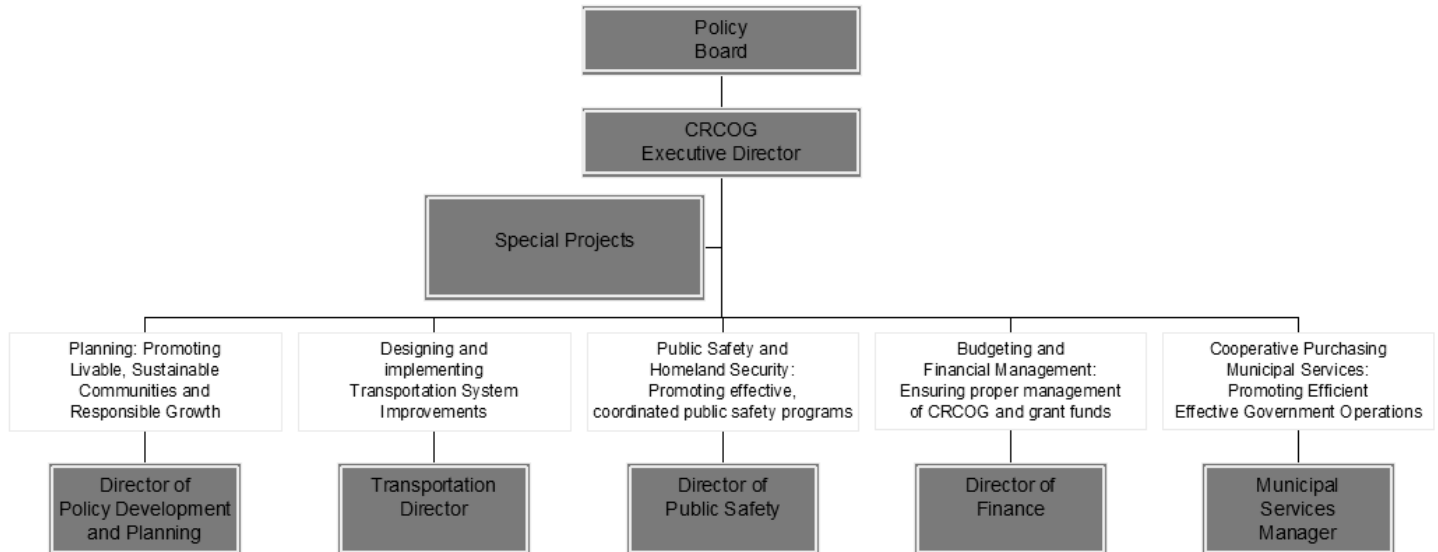
CRCOG's Executive Director reports to the Policy Board and is responsible for the day-to-day management of the organization. Closely matching the structure of the above working committees, five departments report to the Executive Director. Currently those five departments are:

- Finance

- Policy Development and Planning
- Transportation
- Public Safety and Homeland Security
- Municipal Services

This structure is depicted below (Figure 7).

**Figure 7: 2011 – 2012 Organizational Structure**



The tables below outlines the job classifications of employees (Table 1) and historical and projected staffing levels (Table 2).

**Table 1: CRCOG Job Classifications**

LEVEL	JOB TITLES AND PAY GRADES	Number of Staff
<b>E</b>	Executive Director	1
<b>M2</b>	Department Director II/Assistant Director	1
<b>P5/M1</b>	Department Director I (Directors of Transportation, Public Safety and Finance)	3
<b>P4</b>	Municipal Services Manager/Principal Program Manager; Principal Planner II; Special Projects II;	5
<b>P3</b>	Principal Planner I, Special Projects Manager I, Senior GIS Coordinator	1
<b>P2</b>	Senior Planner ; Senior Program Manager; Contracts Specialist	7
<b>P1</b>	Program Manager; Planner; Accountant	1
<b>A4</b>	Executive Assistant/Office Coordinator	1
<b>A3</b>	Program Assistant, Accounting Assistant	3
<b>A2</b>	Office Assistant	1

**Table 2: CRCOG Staffing Levels 2010 – 2015**

<b>Staffing level (June 30)</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.28	4.27	4.51	4.98	5.23
Transportation	9.80	8.80	9.73	10.35	10.07
Public Safety and Homeland Security	2.95	2.65	2.69	2.76	2.69
Policy and Planning	2.8	3.93	3.23	1.9	1.29
Municipal Services	1.8	2.05	2.19	2.44	2.14
<b>TOTAL CRCOG STAFF</b>	<b>21.63</b>	<b>21.70</b>	<b>22.35</b>	<b>22.43</b>	<b>21.41</b>

\*\*In addition, CRCOG employs contractors on an as-needed basis to work on specific projects.

NOTE: because Transportation and Policy and Planning work closely together, for budgetary simplification, all positions funded by FHWA Planning funds is listed under Transportation beginning in FY13-14. One part time position was eliminated in Public Safety and Homeland Security and, as a result of attrition, one full time shared resource between Transportation and Policy and Planning will be using a contractor instead of CRCOG staff. Finally, Finance and Admin under Special Projects will have a part time intern for the coming fiscal year only. Those three combined changes account for the changes in staff from FY14 to FY15.

## **1.6. CRCOG BUDGET PROCESS**

The Director of Finance is the chief financial advisor to the Executive Director and directs the preparation of CRCOG's budget. The Director of Finance issues instructions and guidelines for budget preparation to each department.

The Fiscal Year is the 12-month financial period used for recordkeeping, budgeting, and monitoring revenues and expenditures. The Fiscal Year begins July 1st and ends June 30th of the following year. The budget expresses more than just the revenues and expenditures of CRCOG; it reflects CRCOG's priorities through determining how revenues will be appropriated over the fiscal year.

The first phase of the budget process involves the department's preparation of budget requests. The Directors of each department evaluate past and current year spending and consider future needs to formulate their budget requests.

The second phase of the budget process involves the formulation and composition of the Executive Director's Proposed Annual Budget. The Executive Director and Director of Finance meet regularly in the last weeks of February with the Department Directors to discuss the budget requests. Issues under consideration include staffing requirements for projects, contractual obligations, and any potential deficits in departments and in the general fund.

The Executive Director and Director of Finance meet with the Finance and Personnel Committee in mid to late March to discuss progress on the budget preparation and any potential policy issues, including any deficit. The committee makes recommendations on balancing the budget, including reductions and use of the fund balance, as needed.



Once the budget is balanced, the Director of Finance prepares a budget document in April under the direction of the Executive Director. This is presented to the Executive Committee for approval in May, and the approved budget is presented to the Policy Board for adoption prior to July 1.

#### ***1.6.1. BUDGET PREPARATION CALENDAR***

Budget preparation for 2014-2015 followed this calendar:

- January – February
  - Department Directors develop preliminary projections and submit to Finance for review and comment. Projections are due by February 15th.
  - Executive Director and Finance Director work with the projected numbers and establish a preliminary budget for the following year. Department Directors provide input and guidance regarding individual department information.
- March - Department narratives are prepared. Departments examine and revise performance metrics and goals and objectives for the coming year.
- April 9<sup>th</sup> – Preliminary budget highlights and major assumptions are presented to the CRCOG Policy Board for discussion.
- May 14th: Final Draft presentation and approval by Executive Committee
- May 21st: Final Draft approval by Policy Board

#### ***1.6.2. BUDGET AMENDMENT PROCESS***

If the review of the quarterly financial reports shows a significant discrepancy between actual expenditures and revenues and budgeted expenditures and revenues, the Finance Director presents an amended budget to the Personnel and Finance Committee for a budget amendment. For this coming year, with the unusual circumstance of adding in 8 new towns, the supplementary budget will be brought to the full board. At this point in time, CRCOG is scheduling the supplementary budget to be brought to the Executive Committee and the Policy Board in September. The supplementary budget will primarily focus on financial changes to the budget.

## **2. CRCOG FINANCIAL OVERVIEW**

### **2.1. CRCOG FINANCIAL OUTLOOK**

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#### **2.1.1. SHORT TERM OUTLOOK**

Overall, the short-term outlook is stable for this coming year albeit with reductions in some areas but CRCOG's service levels will remain the same.

Federal funding is declining and CRCOG will see a significant reduction in federal funding in several areas in Homeland Security and Policy and Planning. The HUD Sustainability Grant is sunseting completely in FY2015 and Homeland Security is also sunseting. These two federal funding sources accounted for \$5.5 million or more in funding per year, with about 10% going to operational funding. To account for this shift, personnel will shift from Homeland Security activities to Public Safety activities and from HUD specific activities to Planning activities. Finally, Transportation has two large short-term studies for FY2015 only while FHWA funding remains consistent and stable.

State funding to Council of Governments (COGs) was recently increased and FY2015 is budgeted to include a 50 cent per capita state funding for each of the COGs. Given the looming state budget deficit, CRCOG has conservatively estimated this in this budget cycle to be at the current rate of \$125,000 instead of the potential \$612,000. In addition, given that state funding to CRCOG was \$21,896 in FY2013, CRCOG is not looking at this funding as certain but as potential funding.

Locally, towns are facing budget constraints, but CRCOG's local funding remains strong and stable, accounting for approximately a quarter of CRCOG's core budget. Both Public Safety and Municipal Services are focusing on a fee-for-service model and with one exception in Natural Gas, funding remains strong for the coming year.

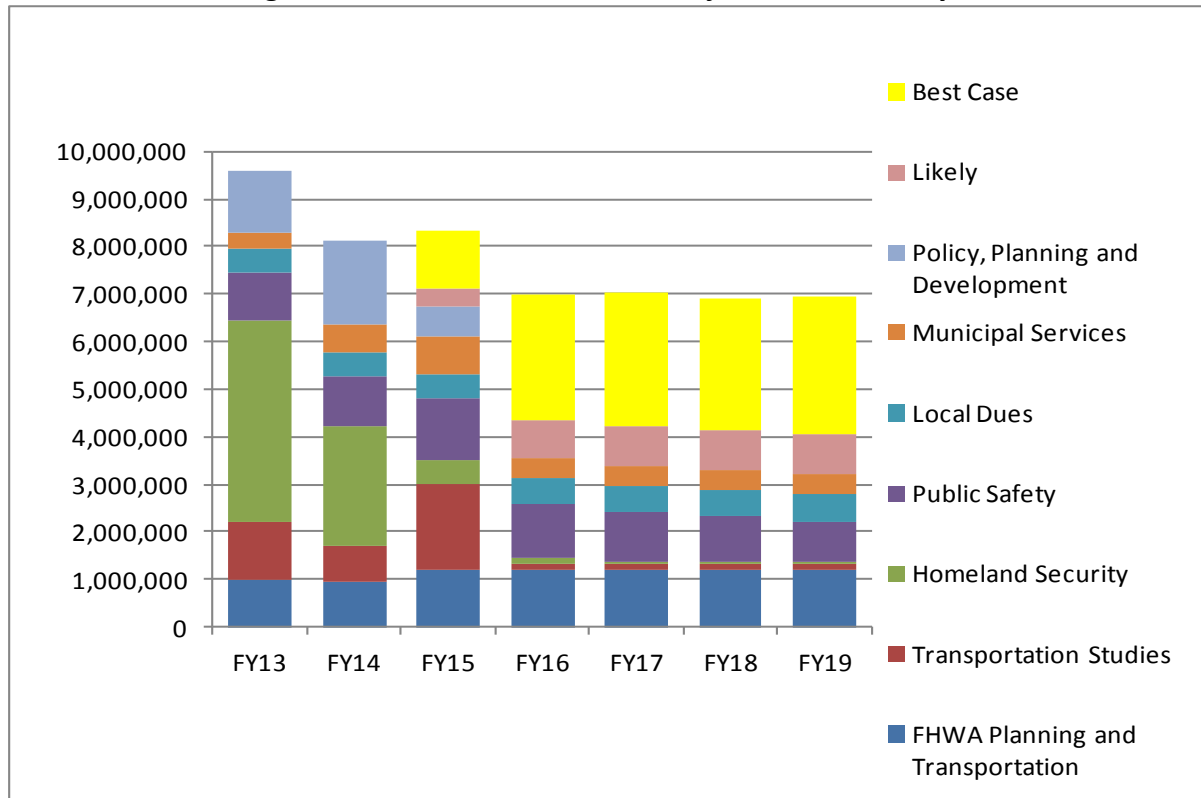
#### **2.1.2. FIVE YEAR OUTLOOK**

All local government entities in Connecticut are facing significant financial uncertainty, including projected state deficits and federal funding cuts. CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

- Federal revenues: Uncertain revenue stream for transportation with significant future reductions across the board. As mentioned earlier, Homeland Security funding has had significant reductions and there are fewer opportunities for other federal grants. In addition, federally funded transportation related studies are fewer in future years, further reducing the amount of federal funding available.
- State revenues: Annual state budget deficits are projected for several years out and although there is funding proposed for regional planning in the FY2015 budget, it is uncertain whether that funding will continue after FY2015.
- Local revenues: Municipalities in many cases are seeking level budgets, or increases only to levels absolutely necessary for labor, insurance costs, or maintaining current service levels.

Local dues for CRCOG cannot be expected to replace CRCOG's lost income. A 1% increase in dues only accounts for a little over \$5,000.

**Figure 8: CRCOG Historical and Projected Revenue by Source**



Long Term Total Funding	FY13	FY14	FY15	FY16	FY17	FY18	FY19
FHWA Planning and Transportation	\$ 974,916	\$ 937,554	\$ 1,187,005	\$ 1,187,005	\$ 1,187,005	\$ 1,187,005	\$ 1,187,005
Transportation Studies	\$ 1,239,391	\$ 753,084	\$ 1,822,753	\$ 148,376	\$ 148,376	\$ 148,376	\$ 148,376
Homeland Security	\$ 4,239,299	\$ 2,529,852	\$ 503,369	\$ 106,000	\$ 50,000	\$ 50,000	\$ 50,000
Public Safety	\$ 998,364	\$ 1,048,286	\$ 1,273,792	\$ 1,147,113	\$ 1,032,472	\$ 929,294	\$ 836,435
Local Dues	\$ 519,634	\$ 519,356	\$ 519,169	\$ 529,552	\$ 540,143	\$ 550,946	\$ 561,965
Municipal Services and Shared Services	\$ 317,999	\$ 573,868	\$ 808,615	\$ 433,000	\$ 418,000	\$ 418,000	\$ 418,000
Policy Development and Planning	\$ 1,317,989	\$ 1,746,495	\$ 637,869	\$ -	\$ -	\$ -	\$ -
Likely Potential Grants and Funding			\$ 368,085	\$ 788,414	\$ 847,016	\$ 838,179	\$ 866,247
Best Case (All Potential Grants and Funding)			\$ 1,226,950	\$ 2,628,046	\$ 2,823,387	\$ 2,793,931	\$ 2,887,490

### Table 3: CRCOG Historical and Projected Revenue by Source

It is important to note that most CRCOG sources of funding often come with restrictions. In particular, CRCOG has struggled to recover adequate overhead and administrative costs from some grants and also needs a certain amount of local revenue in order to provide matching funds for grants.

In the figure above, CRCOG divided its expected revenue streams into three areas: committed revenue streams, likely revenue streams and best case revenue streams. Membership dues, consistent grants, and multi-year grants that have been secured and represent the dependable revenue stream. Likely and best case revenue streams are anticipated funding which CRCOG can expect to apply for and receive, but are not guaranteed and not certain. Future state

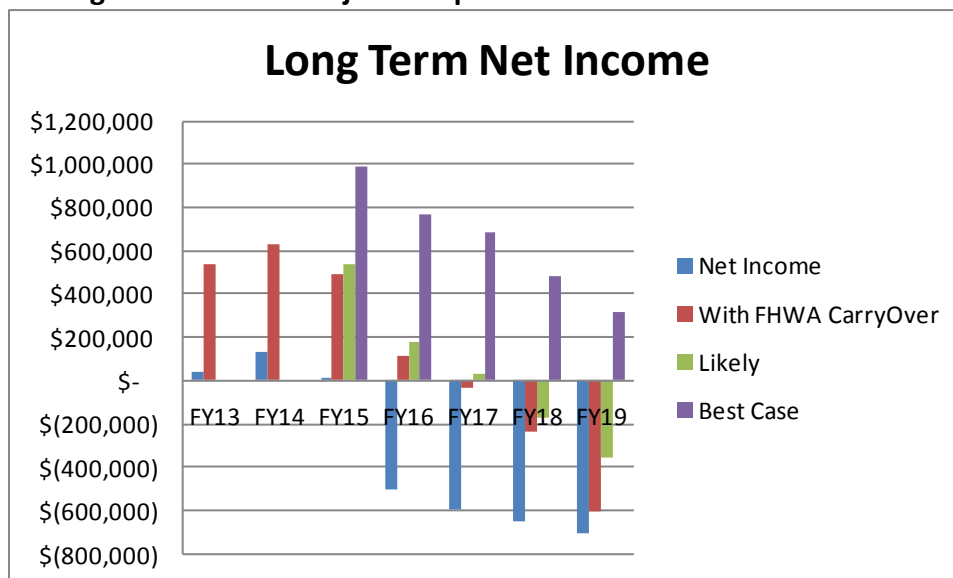
regional funding accounts for \$612,000 of the best revenue stream beginning in FY16. Utilizing this model, CRCOG can better predict overall budget revenue that is definite as opposed to unknown. This “unknown” or anticipated funding provides a framework to build financial stability and avoid or be better aware of potential pitfalls.

The five year revenue versus expense calculation scenarios are illustrated below. It is also important to note that any surpluses in CRCOG’s budget reflected above may include restricted funds, prohibiting CRCOG from placing those surpluses into the general fund for future use.

The revenue picture for the five year outlook begins to look particularly challenging beginning in FY2017. If CRCOG assumes no increases in expenses, CRCOG faces three scenarios:

- Base Case (Net Income): Current cuts remain, no additional or very limited funding received from outstanding grant applications or other funding sources.
- With FHWA Carryover: Because CRCOG has not recently expended the FHWA in previous years, there are FHWA carry-over funds that could be applied to the Base Case.
- Likely: Some cuts remain (including all Homeland Security grants), and some additional funding received from outstanding grant applications and all FHWA carry-over funds are applied and used.
- Best Case: All additional outstanding grant applications approved, new studies are approved and some, but not all, Homeland Security grants are reinstated. State regional funding remains at budgeted levels. Carry-over funds are not expended.

**Figure 9: CRCOG Projected Operational Income & Deficit**



As a general rule, CRCOG has always expended less than the full FHWA amount and each year has a carry-over. In addition, in the last three fiscal years because of the additional influx of operating funds via the HUD Sustainability grant, CRCOG’s portion of the FHWA carry-over has been larger than in previous years. The FHWA carry-over funds mitigates CRCOG’s precipitous drop in operational funding in FY2016 and FY2017. If CRCOG must expend all FHWA funds in those years, however, CRCOG could face a significant deficit in FY2018.

Based on the understanding of the long-term funding picture we see above, CRCOG is planning to review expenses and opportunities in FY2015 and concentrate mitigation measures in FY2016 and beyond. CRCOG has taken a two pronged approach: revenue increases and expenditure decreases. CRCOG is constantly expanding its horizons for potential grants and looking towards multiple agencies at the federal, state and local levels. During FY2014 CRCOG will also receive notification and commencement of outstanding grant applications. Regardless of CRCOG's success in those applications, the picture is clear that CRCOG must act in light of the oncoming financial realities.

## **2.2. FINANCIAL POLICIES**

The Policy Board is charged with ensuring that CRCOG's activities are fiscally prudent. In March of 2011, the Policy Board adopted updated detailed policies. CRCOG's financial policies cover the following areas:

- Financial planning, including:
  1. Balanced budget
  2. Long range planning
  3. Asset inventory
- Revenue, including:
  1. Revenue diversification
  2. Fees for service
  3. One-time revenue and unpredictable revenue
- Expenditures including:
  1. Financial accounting and budgeting (accountability)
  2. Fund balance (reserve accounts)
  3. Debt
  4. Procurement
  5. Cash management

**Table 4: Financial Policies and Current Status**

<b>Financial Policy</b>	<b>Status</b>
Balanced budget: Expenditure is within ¾% of revenue	The current budget meets this requirement
Long range planning: <ul style="list-style-type: none"> <li>• Diversify sources of funds;</li> <li>• Review staffing levels against multi-year grants;</li> <li>• Stabilize town dues</li> </ul>	The current budget: <ul style="list-style-type: none"> <li>• Although funding sources are still largely federal, they originate from different agencies.</li> <li>• Current and future expected staffing levels match existing multi-year grants</li> <li>• Town dues have been increased from previous fiscal year, with a goal of expanding shared services offerings</li> </ul>
Asset Inventory: maintain an asset inventory of capital assets of \$5,000 or more	<ul style="list-style-type: none"> <li>• CRCOG has an asset inventory of all capital assets</li> </ul>
Financial Accounting and Budget Policy: modified accrual for all funds	<ul style="list-style-type: none"> <li>• CRCOG uses modified accrual basis in accounting, budgeting and auditing for all funds</li> </ul>

<ul style="list-style-type: none"> <li>Financial Monitoring / Auditing: quarterly financial reports</li> <li>Reporting required by granting agency</li> </ul>	<ul style="list-style-type: none"> <li>CRCOG has created quarterly financial reports for the Council</li> <li>CRCOG has maintained all reporting requirements by granting agencies</li> </ul>
<b>Revenue Policy</b> <ul style="list-style-type: none"> <li>Diversification: diversify funding sources while maintaining core mission of cooperation across the region</li> <li>Fees for service: where CRCOG sets a fee for service the fees should cover the total cost of the service. Fees not covering the costs must be approved by Board action.</li> <li>One-time revenue: evaluate on-going expenditures of one-time revenue on an annual basis based on expected funding for the upcoming year</li> </ul>	<ul style="list-style-type: none"> <li>CRCOG continues to diversify funding at the local, state and federal levels as well as the private sector and fee for service opportunities</li> <li>Within Public Safety, the current fees for service meet this policy. The fees within Municipal Services and GIS services do not currently cover the cost and CRCOG is preparing alternative solutions.</li> <li>The current budget meets this policy</li> </ul>
General fund balance: three months of operating expenses in reserve	CRCOG currently has 3.33 months of operating expenses in reserve and meets this policy.
Debt policy: CRCOG, by statute, cannot issue debt	CRCOG has not and does not issue any debt
Procurement: uniform procurement process	CRCOG has consistently met and followed its procurement policy
Cash management and short term investment: safety, liquidity, yield with permitted short term investments	The budget and CRCOG has met this policy – investing as prescribed for its cash and short term investments in CDs, Money Market accounts, and Connecticut’s Short Term Investment Fund (STIF)

CRCOG’s complete detailed financial policy is included in this document in [Appendix 5.1](#).

### **2.3. FUND STRUCTURE**

For budgetary purposes, appropriations are made at a department or functional level. The (CRCOG) accounting policies conform to accounting principles generally accepted in the United States as applicable to governmental organizations. CRCOG uses a modified accrual process for all accounts. In other words, CRCOG recognizes revenues when they become available and expenditures when they are incurred.

The following funds are subject to budgetary appropriation:

- Transportation
- Jobs Access
- Policy and Planning
- Municipal Services
- Public Safety



- Homeland Security
- General Fund

Audited financial statement presentation of the activities of CRCOG varies from the funds as presented in the budget. Although the funds generally follow the outline of the budget, there are some differences. In the audited financial statements, UASI funding is presented separately from the Homeland Security Fund. In the budget, they are presented together. Portions of the Transportation activities funded by FHWA are also presented separately in the audited financial statements. Non-major Governmental Funds in the financial statements include Policy and Planning as well as Transportation studies not included in the FHWA fund. Within the budget, they are divided by functional area. All funds are accounted for in the audited financial statements.

The **Transportation Fund** includes all activities funded by various sources related to the work of the Transportation Department. This includes grants and contracts received from the Federal and State Governments. These funds are generally fully expended on an annual basis.

The **Job Access Fund** includes activities performed in the administration of the State of Connecticut Department of Social Services Job Access program.

The **Policy and Planning Fund** includes a wide range of activities related to the needs of local members. These projects are funded through State grants and contracts. This fund also includes the Sustainable Communities Regional Planning Grant from HUD is concluding in FY2015.

The **Municipal Services Fund** is a Fund established to administer activities to promote regional cooperation for varied projects which have been approved by the member municipalities and the State. The Municipal Services fund also includes fees for services from cooperative ventures and local and state governments contracts. These funds are generally fully expended on an annual basis.

The **Public Safety Fund** includes activities that provide support and administration to regional public safety initiatives. This Fund does not include activities funded by the US Dept of Homeland Security passed through the State of CT.

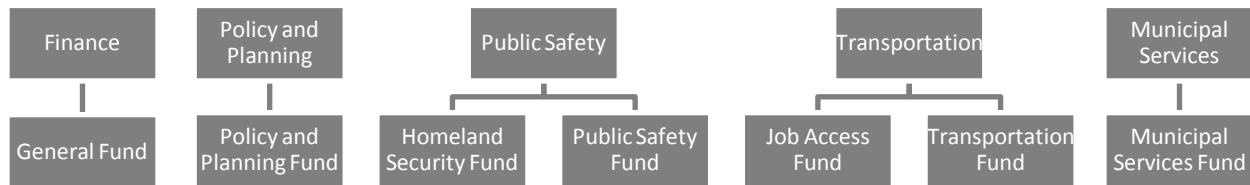
The **Homeland Security Fund** includes all activities funded by the US Dept of Homeland Security passed through the State of CT as well as other Homeland Security related national preparedness initiatives.

The **General Fund** includes activities that support the overall administration and financial management of the CRCOG Departments. CRCOG's financial policy is to have a minimum of three months of operating expenses in the General Fund as a reserve.

CRCOG is not required to have a fully balanced budget – i.e., in some years, fund balance is used to make up for a relatively small shortfall. This practice is generally avoided, however, and no use of fund balance is being included in the upcoming budget. CRCOG is not permitted to borrow money or issue debt in any form.

Funds relate to the organization in the following manner:

**Figure 10: CRCOG Funds and Departmental Structure**



**Table 5: Historical Fund Balances**

	General Fund	Policy and Planning	Transportation	Job Access	Municipal Services	Public Safety	Homeland Security
June 30,2008	797,176	34,419	0	90,680	0	1,004,992	0
June 30,2009	744,588	1312	0	309,430	0	1,747,233	(7,206)
June 30,2010	725,558	(31,968)	(44)	94,935	0	777,911	11,822
June 30, 2011	729,582	(47,555)	618	37	0	838,190	30,449
June 30, 2012	783,081	(11,126)	(30,767)	37	0	769,028	19,934
June 30, 2013	783,079	(21,727)	(30,964)	37	0	815,342	19,047
June 30, 2014 (projected)	793,079	0	0	0	0	815,342	0

With current total projected operating expenses are \$2,889,140 and the General Fund balance reflect 3.33 months of expenses.

**Table 6: Fund Balance Projections**

FY 15 Fund Projections	General Fund/ Admin.	Transportation	Job Access	Policy and Planning	Municipal Services	Public Safety	Homeland Security
<b>June 30, 2014 (projected)</b>	<b>793,079</b>	-	-	-	-	<b>815,342</b>	-
FY15 Income	519,169	2,504,022	504,516	637,868	808,615	1,273,792	503,369
Grant obligations		(979,427)	(442,416)	(500,000)	(545,000)	(1,000,000)	(395,370)
Transfer to/from fund	(402,355)	148,716	-	193,928	59,711	-	-
Operating Expenses	(116,815)	(1,673,311)	(62,100)	(331,797)	(323,326)	(273,792)	(108,000)
Net Change	-	-	-	-	-	-	-
<b>Projected FY14 Balance</b>	<b>793,079</b>	-	-	-	-	<b>815,342</b>	-

## 2.4. CAPITAL ASSETS

CRCOG has only minimal capital expenditures (telephones, computers); consequently, there is very little impact of capital expenditures on the operating budget. CRCOG defines capital assets as any asset used in operations with an initial life expectancy beyond one fiscal year. CRCOG depreciates assets over 3 years for computers and 5 years for leasehold improvements and office equipment, and 7 years for furniture. CRCOG's expected capital expenditures for FY15 is \$9,606. The following table presents projected CRCOG's capital assets net depreciation.

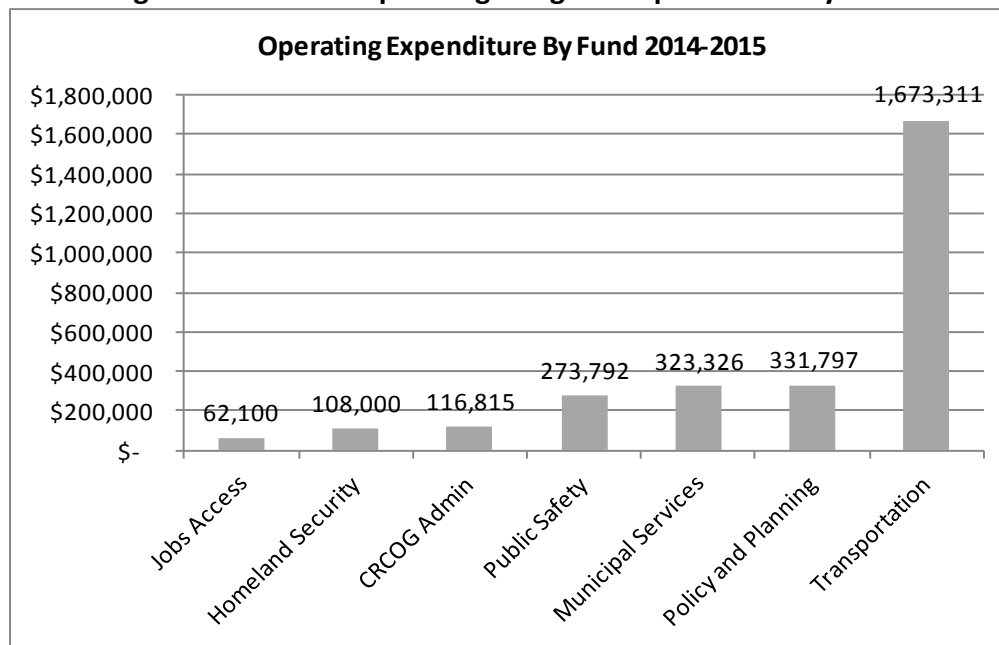
**Table 7: CRCOG Capital Assets**

Capital Assets	FY11	FY12	FY13	FY14 Projected	FY15 Budget
Furniture and Fixtures	34,758	24,705	15,995	14,460	13,611
Computers	6,238	3,840	6,147	8,412	10,509
Leasehold Improvements	1,091	870	649	519	1050
Total	42,087	29,415	22,791	23,391	25,170

## **2.5. BUDGET HIGHLIGHTS**

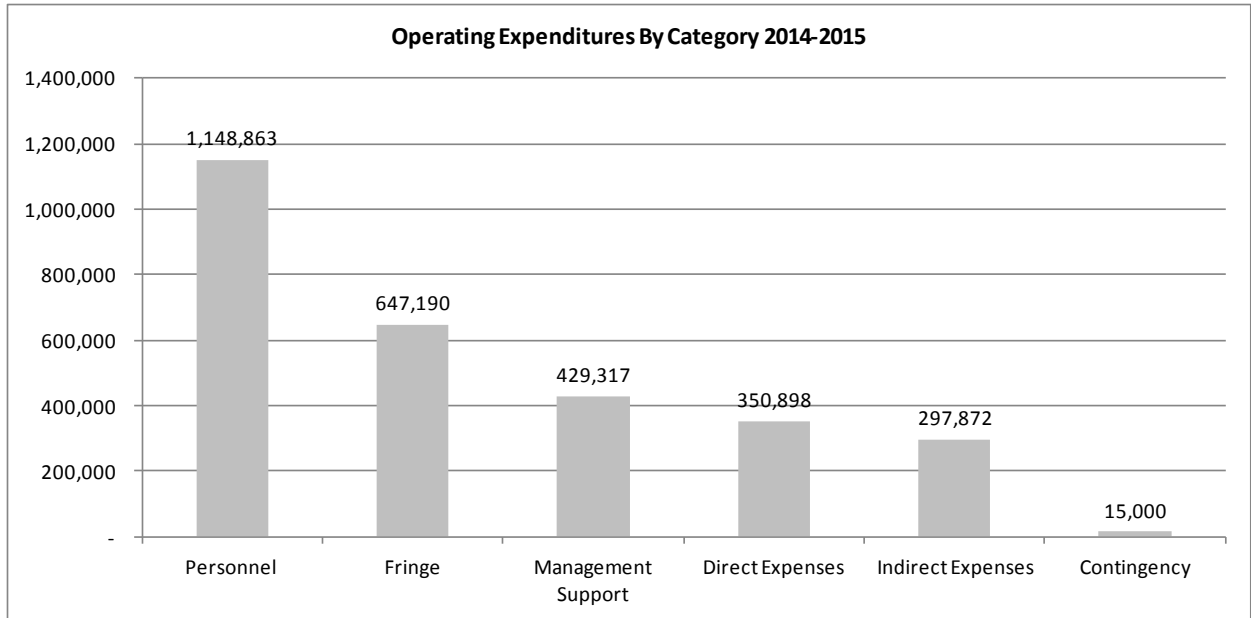
CRCOG's total budget for FY2015 is \$6,751,352. Of this, \$2,889,140 is operating funds and \$3,862,212 is grant funds. Expenditures under CRCOG's operating budget are summarized (by fund) below.

**Figure 11: CRCOG Operating Budget – Expenditures by Fund**



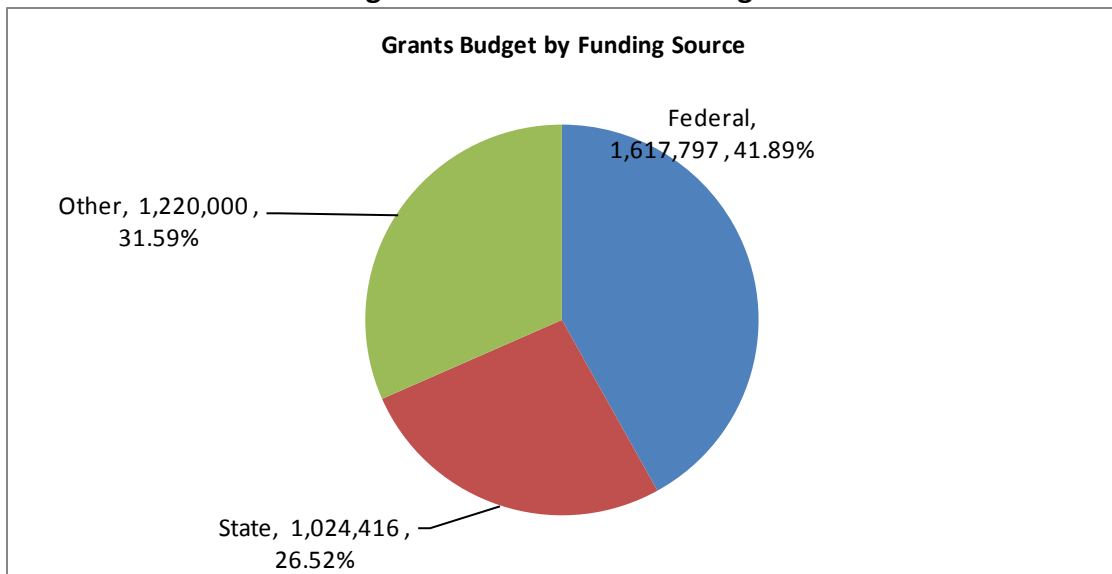
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

**Figure 12: CRCOG Operating Budget – Expenditures by Category**



In addition to CRCOG's operating budget, CRCOG has a substantial grants budget, which represents funds administered by CRCOG and passed through to other entities. The grants budget is \$3,862,213. Revenue sources for the grants budget are summarized below:

**Figure 13: CRCOG Grants Budget**



## 3. CRCOG DEPARTMENT DETAILS

### 3.1. INTRODUCTION

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The mission of the Capitol Region Council of Governments is to expand voluntary cooperation and regional stewardship among its member municipalities as a means to respond successfully to many of the region's pressing governmental and policy challenges.

The following section describes accomplishments for the past year and goals for the upcoming year for:

- Office of the Executive Director
- Finance
- Policy and Planning
- Public Safety and Homeland Security
- Transportation
- Municipal Services

### 3.2. OFFICE OF THE EXECUTIVE DIRECTOR

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#### 3.2.1. INTRODUCTION

*Mission: Provide general management and direction for CRCOG and to ensure that the goals and priorities set by the Policy Board are implemented effectively and efficiently.*

*From a strategic perspective, although the Office of the Executive Director focuses on all the strategic areas, primary focus areas are in outreach to elected officials and new members, diverse funding sources and maintaining a strong capital region.*



#### 3.2.2. GOALS FOR OFFICE OF EXECUTIVE DIRECTOR

- Provide leadership and guidance for CRCOG staff team in decision making and prioritizing.
- Continue to provide leadership to identify and secure new resources for the agency.
- Link with federal and state agencies on programs of interest to member communities.

#### 3.2.3. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE

1. Continued to support the three year Knowledge Corridor Sustainable Communities projects.
2. Identified new revenue opportunities for CRCOG.

3. With partner agencies helped establish the Corridor Advisory Committee of elected officials for New Haven/Hartford/Springfield (NHHS) Rail Project and CTFastrak bus rapid transit corridors.
4. Updated important elements of the CRCOG human resources function as well as policies and procedures to improve management and efficiency of CRCOG.
5. Pursued establishment of a municipal service bureau to offer value added services and new revenue opportunities for CRCOG.
6. Worked with state and national partners on federal transportation reauthorization legislation.
7. Continued to advocate for and successfully implement regional service sharing projects and identify opportunities to build on these areas.
8. Worked in coalitions to advance transit and transportation opportunities in the region.

#### **3.2.4. 2014-2015 OBJECTIVES**

1. Work to welcome eight towns into CRCOG and to manage a reorganized metropolitan planning organization of 38 members.
2. Explore and advance leveraging of advanced information technology to provide improved and lower cost public services at the state, regional and local level.
3. Continue to pursue leveraging opportunities for the service bureau to provide improved and lower cost public services.
4. Support member communities to take advantage of rapid transit and enhanced rail services in the region.
5. Assist in exploration of revenue options for infrastructure expenditures in both state and regional contexts.



### 3.3. FINANCE

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#### 3.3.1. INTRODUCTION

*Mission: to accurately record, report and safeguard the financial assets and activities of CRCOG; to manage and maintain financial records in conformity with generally accepted accounting principles (GAAP) and in compliance with State and Federal laws; to develop and maintain effective and efficient financial planning, reporting and central support systems in order to support the CRCOG'S operating departments in achieving their program objectives; to provide financial information on a timely and meaningful basis to the Executive Director and Policy Board.*



*From a global strategic perspective, Finance focuses on Diverse Funding Sources and supporting CRCOG's administration, which indirectly supports all of CRCOG's strategic goals..*

CRCOG's Finance Department's major areas of responsibility include budget management, benefits administration, payroll, accounts payable and receivable, and financial reporting for intergovernmental grant programs.

#### 3.3.2. GOALS FOR FINANCE

- Complete the annual audit in accordance with schedule and unqualified opinion
- Provide key support to the Executive Director during the budget process
- Process accurate and timely payments to vendors
- Maximize cash management opportunities
- Process timely invoices to State and Federal agencies
- Comply with all Federal, State and grant reporting requirements
- Provide Executive Director and departments with accurate and timely financial data
- Provide quarterly financial reports to Budget and Finance Committee
- Maintain the annual salary plan consistent with market data and economic conditions

#### 3.3.3. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE

1. Received a clean audit opinion for the 2012-13 Annual Audit
2. Enhanced written Procedures Manual for Finance Department
3. Utilized SharePoint software to develop annual budget
4. Processed accurate and timely payments to vendors
5. Provided quarterly financial reports to Budget and Finance Committee

**Table 8: Finance Performance**

Provide reliable financial information in a timely manner		
	2013	2014
Number of finance related audit findings	0	0
Percent of PO's processed within 2 days of request by department	92	94
Percent of time auditor requests reporting deadlines are met	100	100
Provide benefit costs of total compensation reports	1	1
Provide responsible management of CRCOG's cash planning and financial activities		
	2013	2014
Percent of invoices billed to State/Federal agencies within ten business days	90	92
Percent of funds deposited to cash account within two days of receipt	95	96
Percent of deposits posted to GMS within five business days	97	98
Percent of vendor invoices paid within two weeks of receipt in finance	85	87
Number of vendor invoices processed on annual basis	2,100	2,196
Amount of federal funds received by CRCOG	6,961,487	7,094,002
Amount of state funds received by CRCOG	1,155,215	1,404,095
Amount of other governmental programs	1,832,028	1,936,465

**3.3.4. 2014-2015 OBJECTIVES**

1. Receive a clean audit opinion for the 2013-14 Annual Audit
2. Enhance Contract Management Function
3. Enhance database for fixed asset disposition and acquisition
4. Enhance Procedures Manual for Finance Department
5. Enhance Departmental and Agency-wide Financial Reporting System
6. Automate Contract Management Function
7. Enhance GMS training for staff

## 3.4. POLICY DEVELOPMENT AND PLANNING

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### 3.4.1. INTRODUCTION

*Mission: to develop and support integrated regional approaches to planning, projects and investments that promote vibrant, healthy communities, protected natural resources and open spaces, equitable access to opportunities, and an economically competitive Capital Region to serve all our citizens today, and in the future.*

*From a global strategic view, Policy Development and Planning supports the strategic areas of Transportation and Planning Technical Support, Strong Capital Region and Regional Transit-Oriented Development and Livable Communities.*



The CRCOG Policy Development and Planning Department's major areas of responsibility are:

- 1) Regional planning which balances conservation and development within the region, and
- 2) General leadership on program and policy development around livable and sustainable communities, focusing on both land use and transportation issues.

Policy and Planning staff has expertise in both these areas, enabling them to effectively integrate CRCOG's planning for active transportation, transit, transit oriented development, and transportation corridor studies into multi-disciplinary regional plans and policies for the Capitol Region.

CRCOG reorganized in FY11 to better integrate land use and transportation planning. For many projects there is a lead in one of the departments, but both departments work together in cooperation to achieve integrated planning goals.

#### **1) Committees:**

Policy and Planning staff provides support to the following committees:

- CRCOG Regional Planning Commission
- CRCOG Bicycle and Pedestrian Committee (with Transportation staff)
- Sustainable Knowledge Corridor Consortium
- NHHS Rail and CT**fastrak** Corridor Advisory Committee (with Administration staff)

#### **2) Program Areas:**

- Regional planning and policy development related to building livable and sustainable communities. This program area integrates CRCOG's planning and investment in the areas of: housing, transportation, environmental protection, land use, economic development, redevelopment, and climate change mitigation and adaptation. This work includes administration and implementation of a \$4.2 million, bi-state HUD Sustainable

Communities Regional Planning Grant, and development of the Sustainable Capitol Region Initiative.

- Collaboration on regional transit planning
- Active transportation (bike and pedestrian) planning and promotion in coordination with the Transportation Department
- MetroHartford Brownfields Program
- Technical assistance to towns on development and conservation strategies, including strategies to create and maintain sustainable and livable communities
- Promotion of sustainable development and design principles
- Regional Natural Hazard Mitigation Planning
- Statutory planning responsibilities: ***Regional Plan of Conservation and Development*** maintenance; input on land use, transit and active transportation components of the ***Long Range Transportation Plan***; review of zoning and subdivision proposals along town boundaries; review of municipal plans of conservation and development

### **3.4.2. GOALS FOR POLICY DEVELOPMENT AND PLANNING**

1. Work to improve the livability and sustainability of Capitol Region communities through projects that:
  - a. Foster distinctive and attractive communities with a strong sense of place
  - b. Concentrate development and mix uses
  - c. Expand housing opportunities, including housing to meet the needs of all our citizens, regardless of income, age, race, ethnicity, and special needs
  - d. Provide a variety of transportation choices
  - e. Create walkable and bikeable communities
  - f. Increase job and business opportunities
  - g. Preserve open space, working and prime farmland, and critical environmental areas
  - h. Strengthen and direct development toward existing communities
  - i. Make development decisions predictable, fair, and cost effective
  - j. Encourage community and stakeholder collaboration in development decisions
2. Create land use models and pursue investment that will provide opportunities for more energy-efficient transportation and housing choices
3. Support the assessment, remediation and reuse of brownfields to help achieve the region's sustainability goals
4. Support municipal efforts to protect against loss of life and property due to natural hazards through appropriate planning and infrastructure improvements
5. Work toward enhanced regional coordination among state, regional and local levels of government and across functional disciplines

### **3.4.3. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE**

#### **1. Building Sustainable Communities:**

- a. Implemented \$4.2 million HUD Sustainable Communities Regional Planning Grant, which is funding planning activities at the regional, municipal and neighborhood level in order to preserve, create and maintain a sustainable, economically competitive, and equitable CT/MA Knowledge Corridor. Progress in FY 2013-2014 included:

#### **Regional Planning**

- **CRCOG *Regional Plan of Conservation and Development*** Update—to be completed by June 30, 2014.
- ***Sustainable Knowledge Corridor Industry Research and Geographic Synergy Analysis***—completed fall 2013 by the Connecticut Economic Resource Center on behalf of the Sustainable Knowledge Corridor Consortium.
- Sustainable Knowledge Corridor Action Plan, ***Our Region, Our Future: A Plan for a Connected-Competitive-Vibrant-Green Knowledge Corridor Region***—to be completed by June 30, 2014.
- ***Knowledge Corridor Fair Housing and Equity Assessment***—to be completed by June 30, 2014.
- ***Knowledge Corridor Talent Development Strategy***—to be completed by June 30, 2014 by the Donahue Institute on behalf of the Sustainable Knowledge Corridor Consortium.
- Civic Engagement—Phase III of Metroquest Public Engagement Tool launched spring 2014, to help municipalities visualize TOD and compact development.

#### **Capacity Building and Special Planning Studies**

- ***Market Analysis of the Knowledge Corridor's Bus Rapid Transit and Rail Corridors for TOD***—completed fall 2013. Shared results with municipal and state officials.
- **Sustainable Land Use Regulation Project.** Building off of the Sustainable Land Use Regulation Assessment Report completed in February 2013, the following Model Sustainable Land Use Regulations, visualizations, and workshops were completed:
  - **Housing Diversity and Affordability Regulations**
    - Accessory Dwelling Units
    - Live Work Units
    - Affordable Housing Inclusionary Requirements
  - **Energy Efficiency and Alternative Energy Regulations**
    - Alternative Energy
    - Green Roof Incentives
    - Outdoor Lighting
    - Solar Access Protection
  - **Mixed Use Compact Development Regulations to Support TOD**

- Tailored Standards for Infill Development
- Mixed Use Transit-Oriented Development Districts
- **Local Food Systems and Food Security Regulations**
  - Community Gardens
- **Visualization Drawings** of how implemented regulations would look on the ground in rural, suburban and urban settings.
- Conducted **“Codes and Cocktails” workshop** on October 8, 2013 to showcase this project, and spur adoption of these regulations by municipal planning and zoning commissions.
- **Municipal Technical Assistance Grant:** Ellington is due to complete by June 30, 2014 a HUD-funded Mixed Use/Affordable Housing Code Development Project for Route 83. The grant to the Town of Ellington was used to coordinate sewer service area expansion with rezoning to create a design development zone, which will accommodate commercial and mixed-use multifamily development with an affordable component.
- Conducted **Affordable Housing and TOD Training Workshops:**
  - Visualizing Walkable Communities with Julie Campoli, September 2013 (with Partnership for Strong Communities)
  - A Forum for Municipal Officials: Housing and Economic Opportunities in the CT**fastrak** Corridor, November 2013 (with Partnership for Strong Communities)
  - One Day Training on Community Revitalization and Affordable Housing, May 2013 (with the Connecticut Housing Coalition)

**Placed-Based Activities to Build a Sustainable Knowledge Corridor—all underway, led by municipalities with grant funding**

- Hartford North Park Design District Project, Hartford, CT—Existing Conditions Report, Retail and Housing Market Analysis, Development Scenarios for Key Sites, Urban Design Strategy, Design Guidelines and Zoning Recommendations and Master Plan completed .
- Creating a Walkable New Britain, New Britain, CT—Complete Streets Master Plan and Streetscape Design completed; implementation of plans underway.
- Linking Transit Investment and Neighborhood Revitalization in Enfield, CT. Thompsonville Zoning Study completed summer 2013. Municipality is working to implement new zoning regulations.

**Metrics and Information Sharing—led by Pioneer Valley Planning Commission with CRCOG involvement**

- Knowledge Corridor Website and Dashboard—complete and regularly updated
- Development of Metrics—being tracked through Dashboard

- b. Sustainable Capitol Region. Continued to implement the Sustainable Capitol Region initiative through:



- i. development of web resources to support planning and actions that will lead to a more Sustainable Capitol Region, including a Sustainable Capitol Region web page and a Sustainable Capitol Region presence on Facebook and Twitter;
  - ii. enhancing, updating, maintaining and marketing the Capitol Region's Green Clearinghouse microsite;
  - iii. promoting the sustainability video series completed in cooperation with DEEP to showcase the progressive work of municipalities and CRCOG in the areas of energy savings performance contracting, building healthy communities, sustainable land use regulations, local energy champions, and creating a sustainable region;
  - iv. use of these web resources for public education on sustainable communities' concepts and projects, in order to reach beyond our municipal officials to the public at large;
  - v. better integration of transportation, community development, municipal services, and public safety activities within CRCOG that are related to building and maintaining livable and sustainable communities through interdepartmental collaboration on planning projects, and incorporating sustainable communities concepts into regional transportation, and conservation and development plans;
  - vi. provision of planning and implementation assistance in support of transit oriented development; expansion of housing opportunities; increased job and business opportunities; creation of bike and pedestrian friendly communities; green building and infrastructure; neighborhood planning and placemaking; preservation of working farms and key environmental resources; and other topics consistent with the principles of livable and sustainable communities; and
  - vii. working through the CRCOG Foundation to inform greater Hartford's private funding community about the Sustainable Capitol Region initiative, in order generate private funding for future activities.
2. **Strategies to Mitigate Climate Change** - Applied existing and new funding sources to forward Transit Oriented Development (TOD) in the New Haven to Springfield Commuter and High Speed Rail Corridor, and the New Britain to Hartford CT *fastrak* corridor. Implementation of TOD in these two rapid transit corridors will give citizens the option of driving less, thus helping the region achieve a reduction in green house gas emissions. Worked with towns to incorporate sustainable design and development principles into local land use regulations and policies, and supported bike and pedestrian initiatives. Drafted a new Climate Change chapter for inclusion in the Capitol Region Plan of Conservation and Development (part of HUD SCI grant activities).
3. **Housing to Meet the Needs of All Our Citizens** - Provided technical assistance to member municipalities on affordable housing and special needs housing issues through responses to individual requests for information and assistance. Worked with the HOMEConnecticut Steering Committee to encourage municipal applications for state funds to create affordable housing incentive zones. Through HUD Sustainable

Communities Regional Planning Grant, drafted model regulations and fact sheets, and conducted technical assistance workshops to help expand housing choice.

4. **Creating More Transportation Choices** (in coordination with the Administration and Transportation Departments):
  - a. Continued to advocate for and participate in planning for the New Britain/Hartford **CTfastrak** and NHHS Rail Project, and to engage towns in discussion of TOD opportunities linked to these transit investments and discuss issues of common concern. In FY 2013, a NHHS Rail and **CTfastrak** Corridor Advisory Committee (CAC) was established for this purpose. Policy and Planning staff support the Executive Director in planning for and conducting CAC meetings, establishing a CAC website, and adding resource materials to the website as appropriate.
  - b. Provided TOD On-Call Planning Assistance to **CTfastrak** communities of Hartford, West Hartford, Newington and New Britain, to support planning in station areas.
  - c. Continued to educate regional bike and pedestrian leaders on key issues regarding active transportation through supporting work of the CRCOG Bike and Pedestrian Committee.
  - d. Pedestrian/Bicycle Program – Continued to assist with the implementation of the Region’s Bike/Ped Plan by providing educational programs; and working with Bike Walk CT, Alliance for Biking and Walking and other groups to advance their outreach programs.
5. **Brownfields Assessment and Reuse** –CRCOG applied for \$1.4 million in additional EPA funds to continue the assessment program, and establish a regional revolving loan fund to aid in clean-up activities. CRCOG assisted in securing \$850,000 in DECD regional brownfield funds that will benefit projects in Hartford and Enfield, and applied for additional DECD funding to prepare a targeted inventory of brownfields near transit and rail station areas, and to assess contamination on two sites in Hartford. Grant awards will be announced in the Spring of 2014.
6. **Protection Against Natural Hazards** – Worked with Capitol Region municipalities to update the **Capitol Region Natural Hazard Mitigation Plan**, through a \$300,000 grant from the CT DEEP for FEMA funding. Municipalities that adopt the **Natural Hazard Mitigation Plan** are eligible to apply for FEMA hazard mitigation project grants.
7. **Enhanced Regional Coordination and Statutory Responsibilities:**
  - a. Reviewed and commented on zoning and subdivision proposals along town lines, municipal plans of conservation and development, the **2013-2018 State Plan of Conservation and Development**, and municipal development project plans to identify any intermunicipal concerns, and the proposals’ relationship to regional plans and policies.
  - b. Completed draft 2014 update of the **Plan of Conservation and Development for the Capitol Region** to incorporate the **CRCOG/EPA Smart Growth Guidelines for Sustainable Design and Development**, and other changes called for in the HUD Sustainable Communities Regional Planning Grant.
  - c. Reviewed and commented on municipal applications for state funds, as may be required by State Statutes or administrative requirements.

8. **Committee Support** - Provided staff assistance to the CROG Regional Planning Commission, the CROG Bike and Pedestrian Committee, the Sustainable Knowledge Corridor Consortium, the NHHS Rail and CT**fastrak** Advisory Committee, and the ESF-5 Emergency Management Planning Committee.

**Table 9: Regional Planning Performance**

<b>State Statutory and SGIA Responsibilities</b>	<b>2012-13</b>	<b>2013-14*</b>
Number of CROG reviews conducted	104	110
Number of regional plan updates	0	1
Number of funding application reviews for projects implementing regional goals and policies	13	12
<b>Special Projects which Forward CROG Goals:</b>	<b>2012-13</b>	<b>2013-14*</b>
<b>CROG Web-Based GIS</b>	12	12
GIS - Number of CROG data sets updated to support regional and municipal planning activities		
Number of hits on CROG Web-Based GIS	17,106	15,213
<b>Brownfields**</b>		
EPA brownfields assessment funds expended	N/A	N/A
<b>Capitol Region Natural Hazard Mitigation Plan</b>		
Capitol Region Natural Disaster Mitigation Plan Updates	0	1
<b>Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities</b>		
Reports published	6	10
Training workshops conducted by CROG, or in which CROG staff participated as panel members	8	10
Number of users who like CROG Sustainable Capitol Region on Facebook	122	145
Number of users who follow CROG Sustainable Capitol Region on Twitter	168	251
Number of visits on Green Clearinghouse Website—Launched FY 13	N/A	433
Number of visits on CROG Sustainable Communities Videos—Posted FY 13	N/A	620
Number of visits on Sustainable Knowledge Corridor Website	13,423	38,312
<b>Building Program Capacity</b>		
New grants applied for that support CROG mission	4	3
New grants awarded that support CROG mission	0	1

**Notes:**

\*Data for July 1, 2013 through April 22, 2014.

\*\*Brownfields program currently inactive. CROG made three grant applications for new funding in FY 2013-14. One new DECD grant was awarded on April 16, 2014 and will be included in the supplemental budget, and two EPA grant applications are under review.

**3.4.4. 2014-2015 OBJECTIVES**

- Complete any remaining activities and perform administrative close-out of the **HUD Sustainable Communities Regional Planning Grant (HUD SCI Grant)**. The project is due to be completed by October 31, 2014.
- Work with Pioneer Valley Planning Commission, the Hartford Springfield Economic Partnership, and other public and private partners to begin implementation of Sustainable

Knowledge Corridor Action Plan, ***Our Region, Our Future: A Plan for a Connected-Competitive-Vibrant-Green Knowledge Corridor Region.***

- Support the **creation of more transportation choices** in coordination with the Administration and Transportation Departments through:
  - Continuing to advocate for and participate in planning for the New Britain/Hartford **CTFasttrak** and NHHS Rail Project, and to engage towns in discussion of TOD opportunities linked to these transit and rail investments.
  - Convening meetings and providing staff support to the NHHS Rail and **CTfastrak** Corridor Advisory Committee.
  - Providing Policy and Planning input on major transportation studies that have implications for regional land use and sustainability planning including: NextGenCT Pathways to UConn, Capitol Region Transit System Analysis, I-84 Viaduct Project, and others special studies as appropriate.
  - Helping to implement the CRCOG Pedestrian/Bicycle Plan through ongoing data collection, evaluation of the on-road bicycle network to identify deficiencies, providing municipalities with technical assistance on how to create complete streets and become bicycle friendly communities, providing assistance on completion of the trail network, and conducting programs that promote active transportation (biking and walking) through education, encouragement and enforcement.
- Work to implement the ***Sustainable Capitol Region Initiative***. This will include seeking public and private grant funds to carry out project activities. The following activities are planned for FY 2015:
  - Continued enhancement of web resources to support local and regional planning and actions to create a Sustainable Capitol Region, including expanding, maintaining, and marketing the “Green Clearinghouse” of best municipal practices to support sustainability.
  - Continued public education and marketing for sustainable communities, so that we may more effectively reach beyond our municipal officials to the public at large. This work will include continuing to promote the sustainable communities video series completed in FY 2013.
  - Continued work to better integrate transportation, community development, municipal services, and public safety activities within CRCOG that are related to building and maintaining livable and sustainable communities.
  - Planning and implementation assistance in support of transit oriented development; expansion of housing opportunities; increased job and business opportunities; creation of bike and pedestrian friendly communities; green building and infrastructure; neighborhood planning and placemaking; preservation of working farms and key environmental resources; and other topics consistent with the principles of livable and sustainable communities (part of HUD SCI Grant activities).
  - Regional and community visioning to help municipal officials, the business community, and citizens understand how alternative development scenarios will impact the region’s

sustainability/livability, and to help us reach consensus on a vision for the region's future.

- Assistance in implementing municipal land use code changes that support sustainable design and development, and expand housing opportunities (part of HUD SCI grant activities).
  - Continued development and fundraising efforts in cooperation with the CRCOG Foundation.
- Carry out recommendations of the updated ***Plan of Conservation and Development for the Capitol Region*** through working with municipalities to expand affordable housing opportunities, natural resource preservation, and creating and maintaining livable communities. This work will occur at the staff level, and through the activities of the CRCOG Regional Planning Commission, the CRCOG Bicycle and Pedestrian Committee, and the Sustainable Knowledge Corridor Consortium.
  - In cooperation with Journey Home, Inc., the City of Hartford, and the CRCOG Policy Board work to identify new opportunities for regional collaboration on addressing and eliminating homelessness in the Capitol Region.
  - Improve the potential for redevelopment of contaminated properties through site assessments and remediation conducted under the MetroHartford Brownfields Program, should new funding be made available for this program.
  - Work to secure municipal and regional adoption of the ***Capitol Region Natural Hazards Mitigation Plan Update*** once it is approved by FEMA. Initiate work on regional mitigation activities including encouraging municipal participation in the National Flood Insurance Program's Community Rating System; facilitating improved communications regarding dams; assisting municipalities in developing and maintaining lists of functional/special needs populations; encouraging and promoting use of low-impact development and green infrastructure techniques; updating local and regional databases to support mitigation planning; undertaking additional training on HAZUS-MH software; tracking progress on implementation of mitigation activities; and supporting municipal efforts to pursue funding to implement local mitigation efforts.
  - Work to integrate planning efforts, demographic data and mapping updates related to the expansion of the Capitol Region to incorporate eight additional municipalities.
  - Continue statutory reviews of local zoning amendments and subdivisions with potential for regional or intertown impact, and plans of conservation and development.
  - Continue work with other regional planning agencies in the Connecticut River Valley to improve the environment, water quality, recreation and public access on the Connecticut River.

## 3.5. TRANSPORTATION

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### 3.5.1. INTRODUCTION

*Mission: to work to achieve a balanced regional transportation system inclusive of roads, transit, bicycle and pedestrian options; to support the development of more livable communities; to help sustain the City of Hartford as the core of a strong region; and to assist our member towns in reaching their local transportation goals.*

*From a global strategic perspective, Transportation supports the areas of Transportation & Planning Technical Support, Regional Transit and Livable Communities and a Strong Capital Region.*



CRCOG's Transportation Department is responsible for defining the region's long-term vision for transportation, developing a strategic plan to achieve that vision, and programming projects that implement the plan. As a federally designated metropolitan planning organization (MPO), we provide local elected officials with a voice in the decision-making process regarding how federal transportation funds are invested.

CRCOG reorganized in FY11 to better integrate land use and transportation planning. For many projects there is a lead in one of the departments, but both departments work together in cooperation to achieve integrated planning goals.

#### **1) Standing Committees**

- Transportation Committee
- Cost Review and Schedule Committee / STP-Urban Committee
- Bicycle and Pedestrian Committee
- Jobs Access Taskforce
- Traffic Incident Management Committee (Regional Emergency Support Function-1)

#### **2) Program Areas (Continuing and Ongoing)**

- Transportation planning and policy development
- Transit planning
- Bicycle and pedestrian planning and promotion
- Freight planning
- Project financing and programming
- System management and operations planning, including congestion management, safety management, incident management and emergency management
- Regional travel forecast model
- Technical assistance to towns (traffic counts, GIS, project financing, etc.)
- Public participation, Title VI and Environmental Justice
- Influencing state transportation policy (includes serving on statewide committees)

### **3.5.2. GOALS FOR TRANSPORTATION**

- Support the Policy Board and Transportation Committee in developing appropriate transportation plans, policies, programs, and projects to achieve a balanced, safe, and efficient regional transportation system.
- Assure a regional voice in the development of state transportation policies, plans, and programs.
- Fulfill all federal MPO planning requirements to assure a sound decision-making process regarding how federal transportation funds are invested. (Required to maintain the region's eligibility for federal funds.)
- Make sound decisions regarding how transportation funds are programmed, to maximize the level of funding the region receives, and to make effective use of those funds.
- Provide technical assistance to member communities.

### **3.5.3. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE**

1. Maintenance of the Federal Fiscal Year (FFY) 2012-2015 Transportation Improvement Program (TIP) for the CRCOG region, including CRCOG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. Within the region, the FFY2013 TIP included obligations of approximately \$533 million (\$388 million Federal share).
2. Obligated approximately \$7.6 million in federal STP Urban funds in Federal Fiscal Year (FFY) 2013 to start design, right-of-way, or construction of previously approved municipally initiated transportation projects.
3. Cooperated with the Federal Highway Administration and the Federal Transit Administration in their review of CRCOG's transportation planning program and the resulting Metropolitan Planning Organization Certification. This review is conducted every four years.
4. Completed a solicitation for municipal proposals for STP-Urban projects. The solicitation took part in two phases. For Phase 1, CRCOG selected three Pavement Rehabilitation projects and two Stand Alone Sidewalk projects, representing a total of approximately \$4.5 million. For Phase 2, CRCOG selected four Pavement Rehabilitation projects, two Bicycle and Pedestrian projects, seven Traditional Reconstruction projects, and three projects from Rural Communities, representing a total of \$24.6 million. Additionally, one transportation planning study was submitted to CTDOT as part of their application process.
5. Awarded \$3.4 million for three projects within the Region through the Local Road Accident Reduction Program.
6. Working with CTDOT, continued to advance the ITS Strategic Plan and Regional Architecture update. Amended the scope of the project to address the need to develop operating and maintenance plans for future traffic signal projects. This planning effort is well underway and expected to be completed in the summer of 2014.
7. Technical Assistance – Provided technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate with CTDOT on design issues.

8. Provided support for the reinstatement and funding to the Local Bridge Program and the support for the creation of a new Local Transportation Capital Improvements Program, to assist in streamlining municipally sponsored projects of regional significance.
9. LOTCIP Program Initiation and Management – Worked with CTDOT and CRCOG municipalities to help formulate new LOTCIP program guidelines and provide input on CTDOT guidelines. Assisted with the transfer of projects from the STP-Urban program into the new LOTCIP program and held a solicitation for on-call consultants to assist CRCOG and its municipalities with LOTCIP and project delivery. Programmed approximately \$6.0 million in LOTCIP funding in FY2013-2014.
10. Began working with Hartford Urbanized area municipalities that are anticipated to join CRCOG under Connecticut Regional Planning Organization and Metropolitan Planning Organization consolidation efforts.
11. Prepared for initiation of a NextGenCT Pathways to UConn - Coordinated ~ Sustainable ~ Intermodal Study planning study to be managed through CRCOG.
12. Continued to provide support to Wethersfield, Newington and Berlin on an equipment sharing grant received through the Intertown Capital Equipment Purchasing Incentive (ICE) Program, and continued to educate municipalities on public works service sharing opportunities.
13. Web GIS and Parcel Update - Worked with consultant to upgrade the regional Web GIS platform to state of the art technology and to update regional parcel data to recommended state standard, utilizing Regional Performance Initiative grant.
14. Sustainable Capitol Region Initiative – Assisted the Policy and Planning Department as a transportation resource for the execution of the proposed program.
15. Safe Routes to Schools – Continued to act as a resource for information about Safe Routes to Schools.
16. Jobs Access – Provided over 4,200 passenger trips per day through the Access to Jobs Transportation program managed by CRCOG.
17. Staff notified and sent applications to all member towns soliciting applications for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program).
18. Two projects were chosen from our New Freedom solicitation: to provide taxi vouchers for people with disabilities, and to purchase/operate two vans for a nonprofit in Canton.
19. Initiated a Comprehensive Transit System Analysis within the Greater Hartford area.
20. Continued work on an on-call Transit Oriented Development evaluation for *CTfastrak* municipalities.
21. I-84 Viaduct Study – Worked in partnership with CTDOT, the City of Hartford and other stakeholders to begin advancing the design concepts for the reconstruction of the existing viaduct and value pricing study.
22. *CTfastrak* - Continued to assist CTDOT and affected communities to advance this project. Also assisted in modeling associated with opening year and service planning.
23. NHHS Rail Project - CRCOG worked with NHHS stakeholders to coordinate with municipalities and advance the project. A complementary alternatives analysis project



was also initiated, looking at replacement / rehabilitation options for the Hartford rail viaduct.

24. Bus Shelter Program – Continued to work with CT TRANSIT and the Greater Hartford Transit District (GHTD) to implement a regional transit bus shelter program with seven CROCOG towns. Phase 1 town bus shelters are expected to be installed in the Fall of 2014.
25. Hartford Transit Research Project – Continued to work with FTA and the City of Hartford on the administration of the Greater Hartford Integrated Mass Transit Planning Study earmark.
26. Reinvigorated the Region’s Traffic Incident Management Coalition, starting with a SWOT analysis and continuing to address issues identified through that process.
27. Worked with CTDOT to bring FHWA’s Traffic Incident Management “Train the Trainer” program to CT. A statewide, multi-agency training program will be deployed as a result of this effort.
28. Published *An Atlas of Title VI Populations in the Capitol Region*, based on 2010 Census demographics.
29. Completed an update of the CROCOG Title VI Program.
30. Reviewed the draft FFY2015-2018 Transportation Improvement Plan (TIP) which is expected to be completed and adopted in the fall of 2014.
31. Initiated an update of transit routes and related attributes in the travel forecast model.

**Table 10: Transportation Program Performance**

***Note:** some projects and programs are reported on federal fiscal year (FFY) as noted because those programs and projects are tracked by the State on that basis. Other programs and projects tracked on State fiscal year (FY) to correspond to the CROCOG budget year.*

Program	FFY08	FFY09	FFY10	FFY11	FFY12	FFY13	FFY14 Thru 2/28/14
<b>STP Urban Program</b>							
Total <u>federal</u> funds obligated	6,300,000	8,130,000	8,131,700	9,314,900	7,908,700	\$6,044,300	\$3,510,900
Number of projects or phases obligated	10	7	10	8	8	10	1
<b>(CMAQ, LRAR, Enhancements, other)</b>							
Total <u>federal</u> funds obligated	1,050,000	1,639,000	5,525,000	2,643,000	2,934,000	4,043,000	690,000
Number of projects	4	6	5	5	4	6	2
<b>FTA Section 5310 (vans for paratransit service)</b>							
Total <u>federal</u> funds obligated	440,000	320,000	320,000	520,000	440,000	Process ongoing	Process ongoing
Number of vans funded	11	8	8	13	11	Process ongoing	Process ongoing
<b>American Recovery and Reinvestment Act</b>							
<b>\$17.8m in federal funds obligated in FFY 2010 for 8.5 projects</b>							
<b>TIP Amendments:</b>							
Number of amendments approved	74	67	43	53	53	137	22
<b>Jobs Access Transportation Program</b>							
Total federal and state funds expended	2,440,463	2,761,604	2,283,494	2,433,357	2,143,214	1,846,682	As of Dec 2013 678,619
Number of passenger trips served	593,961	560,214	578,900	636,997	651,161	673,249	(Oct – Dec) 177,850
<b>Travel or Traffic Forecasts Prepared:</b>							
Number of projects or studies assisted	2	9	2	4	5	2	0
Number of individual forecasts or alternatives tested	5	80	1	41	33	15	0

<b>Transportation Program Performance:</b>	
Special Studies Currently Managed	% Complete as of 2/28/14
CTfastrak – Transit Oriented Development On-Call Planning	10%
ITS Strategic Plan and Regional Architecture	Initiated
Hartford FTA Research Earmark	30%
Comprehensive Transit Service Analysis Study	Initiated

<b>Transportation Program Performance:</b>	
Regional Representation on State Task Forces, Committees, and Programs	
<ul style="list-style-type: none"> <li>• State Transportation Innovation Council</li> <li>• CTDOT's New Britain-Hartford Busway Project</li> <li>• CTDOT's New Haven-Hartford-Springfield Rail Project</li> <li>• State Highway Safety Committee</li> <li>• State GIS Coordinating Committee</li> <li>• CT GIS User to User Network Steering Committee</li> <li>• Technology Transfer Center Advisory Committee</li> <li>• Intelligent Transportation Society of Connecticut</li> <li>• Institute of Traffic Engineers, Connecticut Chapter</li> </ul>	

### **Federal MPO Requirements:**

Fulfill federal planning requirements to assure a sound decision-making process and to maintain the region's eligibility for federal funds.

#### **Up to Date**

Regional Transportation Plan: every four years  
UPWP: every two years  
TIP: every four years  
Public Participation Plan: updated as needed  
MPO Certification: every four years

#### **Date Adopted**

May 2011  
June 2014 anticipated  
January 2012<sup>1</sup>  
February 2007  
February 2010<sup>2</sup>

### **3.5.4. 2014-2015 OBJECTIVES**

1. Complete review process of the draft FFY2015-2018 TIP, with adoption in Fall 2014.
2. Maintain the existing FFY2012-2015 TIP for the CROG region, including CROG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. The FFY 2014 TIP includes estimated obligations of approximately \$250 million (\$151 million Federal share) within the region.
3. Initiate update of the Regional Transportation Plan.

<sup>1</sup> Draft FFY2015-2018 TIP now under development; expected adoption in Fall 2014

<sup>2</sup> MPO Certification On-site Review conducted in September 2013; awaiting final federal report


















4. Continue to program and obligate approximately \$12 million in annual state and federal funding for municipally initiated projects under a combination the LOTCIP and STP-Urban programs. Work with CTDOT and FHWA to streamline the project development process, evaluate innovative practices / applications and find solutions to reduce project delays.
5. Work with municipalities, CTDOT and FHWA to advance STP-Alternatives and CMAQ projects within the Capitol Region.
6. Technical Assistance – Provide technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate with CTDOT on transportation related design issues.
7. Regional Service Sharing – Utilize already secured funding from Regional Performance Initiative grant to develop two foot contour elevation data and planimetric data including building footprints, edge of pavement and other features.
8. Sustainable Capitol Region Initiative – Coordinating with Policy Development and Planning, continue as a transportation resource for the implementation of the proposed program.
9. Congestion Management - Monitor regional traffic and congestion, building upon the previous system performance analysis.
10. Safe Routes to Schools – Continue to act as a resource for information about Safe Routes to Schools.
11. Jobs Access – Continue to manage the Jobs Access program and evaluate opportunities to enhance services to provide access to jobs for those who are seeking jobs but lack personal transportation.
12. Work with the City of Hartford, CTDOT, and other stakeholders to advance the Interstate 84 Viaduct Replacement and Value Pricing Studies.
13. *CTfastrak* – Continue to assist CTDOT and affected communities to advance this project through construction and finalize the service and operations plans. Continue to be a resource to CTDOT in the preparation of the final service plan and analysis of data for the before and after study.
14. NHHS Rail Project - Support CTDOT and affected communities to advance this project through design and construction. Work to understand funding options to advance the unfunded portions of the project, mostly funding for new stations and major infrastructure pieces (CT River Bridge and Hartford Rail Viaduct).
15. Continue to advance a Comprehensive Transit Service Analysis Study within the Greater Hartford area in partnership with CTDOT.
16. Hartford Transit Research Project - Continue to administer the FTA earmark project and work in coordination with the City of Hartford.
17. Regional Bus Shelter Program – Continue to work with CT Transit and GHTD with the goal of implementing Phase 1 bus shelter in four towns by the Fall of 2014.
18. Continue to keep the Travel Forecast Model current.
19. Continue to work with municipalities on updating the GIS system in the Region.
20. Web GIS and Parcel Update – Continue to work with consultant to upgrade the regional Web GIS platform to state of the art technology and to update regional parcel data to recommended state standard, utilizing Regional Performance Incentive grant.

21. Continue to work with municipalities and emergency responders to improve traffic incident management within the Region.
22. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
23. Work with the CTDOT to complete the update of the Greater Hartford ITS Strategic Plan and Regional ITS Architecture. This project will also entail the development of a traffic signal maintenance and operations planning check list for use by municipalities in applying for federal funds.
24. Continue to update Environmental Justice, Limited English Proficiency and other demographic resources for the Region.
25. LOTCIP Program Initiation and Management – Continue to work with CTDOT and CRCOG municipalities to help streamline new LOTCIP program guidelines and transition projects as necessary from the STP-Urban program into the new LOTCIP program. Maintain vetted On-Call consultant lists for municipalities and CRCOG to contract with. Contract with and effectively manage on-call consultants to assist CRCOG with LOTCIP and project submission reviews and program management.
26. Fully integrate with Hartford Urbanized area municipalities that are anticipated to join CRCOG under Connecticut Regional Planning Organization and Metropolitan Planning Organization consolidation efforts.
27. Initiate and progress NextGenCT Pathways to UConn - Coordinated ~ Sustainable ~ Intermodal Study planning studies.
28. Update the travel forecast model with up-to-date transit routes and related attributes. CRCOG staff is currently analyzing the routes in the forecast model and updating the routes and other information such as headways, travel time, and route stops.

### ***3.5.5. SELECTED STATISTICAL AND PERFORMANCE MEASURES: TRANSPORTATION***

In order to plan for the future, we must adopt goals and then develop strategies for reaching those goals. The first step is to understand previous and existing conditions. Trends should be identified and a determination made as to whether those trends should be encouraged to continue, or efforts should be made to reverse them. Below are several transportation-related measures for the Capitol Region and the Hartford urban area that will help us initiate this process.

Favorable Trend  Trend is holding  Unfavorable Trend 

<i>Measure</i>	<i>2008</i>	<i>2010</i>	<i>Latest Available Report Period (2012 or 2013)</i>	<i>Trend (5 year)</i>	<i>Trend (1 year)</i>
<b>Demographics</b>					
<b>Population: Capitol Region</b>	756,240	771,727	773,390		
<b>Population: Hartford Urbanized Area</b>	895,000	904,000	905,000		
<b>Mobility</b>					
<b>% of Work Trips, Driving Alone</b>	81.2%	81.3%	81.2%		
<b># of Bus Passenger Trips (annual)</b>	13,828,693	13,442,912	14,426,543		
<b>% of Work Trips, Using Alternate Modes</b>	18.8%	18.7%	18.8%		
<b>Total Annual Cost of Congestion</b>	\$444M	\$478M	\$478 M		
<b>Environment</b>					
<b>Pounds of CO2 emitted during congestion (millions)</b>	233	226	226		
<b>Gallons of excess fuel consumed during congestion</b>	11.6M	11.3M	11.3 M		
<b>Safety</b>					
<b># of Annual Crash Fatalities</b>	51	58	65		
<b># of Annual Disabling Injuries</b>	5,955	5,702	5,493		
<b>Infrastructure</b>					
<b>% of Structurally Deficient Bridges</b>	7.7%	7.8%	7.6%		
<b>% of Functionally Obsolete Bridges</b>	24.9%	23.8%	23.7%		

As illustrated above, many of the transportation factors represented had evidence of either a favorable or holding trend. The recession that began in 2008 may have had an influence on some of these factors. It is also possible that the recovery from the recession may be influencing the turnaround in some of these measures. Of course, other mitigating factors may be at play here as well, and any assumptions as to cause and effect should be undertaken with caution.

## 3.6. PUBLIC SAFETY AND HOMELAND SECURITY

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### 3.6.1. INTRODUCTION

*Mission: to access and coordinate federal, state, and local grant and financial opportunities to enhance the region's capabilities to protect the safety, security, and health of its citizens through the region's police, fire, public health, EMS and emergency planning organizations.*

*From a global strategic view, Public Safety and Homeland Security support the areas of Existing and New Shared Services and a Strong Capital Region.*



CRCOG's Public Safety and Homeland Security Department coordinates and assists the efforts of 41 participating towns to plan for, access state and federal funding for, and develop and implement projects that will improve the region's safety and security. Major areas of responsibility include administration of the statewide CAPTAIN mobile data communication system and project management and oversight of federal grant funds in the following categories: State Homeland Security Grant Program (SHSGP), Interoperable Emergency Communications Grant Program (IECGP), Metropolitan Medical Response System (MMRS), Urban Area Security Initiative (UASI) and Citizen Corps programs (CCP).

#### **1) Standing Committees:**

- Public Safety Council
- CAPTAIN Technical Review Committee (both police and fire)
- Capitol Region Citizen Corps Council
- Urban Area Working Group
- Regional Emergency Planning Team
- Training and Exercise Planning Workgroup
- Regional Mobile Command Post Committee
- Capitol Region Emergency Planning Committee:
  - R-ESF 1 **Transportation**
  - R-ESF 2 **Communications**
  - R-ESF 3 **Public Works & Engineering**
  - R-ESF 4 **Firefighting**
  - R-ESF 5 **Emergency Management**
  - R-ESF 6 **Mass Care**
  - R-ESF 7 **Resource Management**
  - R-ESF 8 **Public Health & Medical Services**
  - R-ESF 9 **Search and Rescue**
  - R-ESF 10 **HAZMAT**
  - R-ESF 11 **Animal Response**
  - R-ESF 13 **Public Safety and Security**
  - R-ESF 14 **Economic Recovery**
  - R-ESF 15 **External Affairs (Media)**
  - R-ESF 16 **Volunteer Management**
  - R-ESF 19 **Special Needs Management**
  - R-ESF 20 **Faith Based Organizations**
  - R-ESF 21 **Collegiate Services**

## ***2) Program Areas:***

- Public Safety Planning and Policy Development
- Homeland Security and Emergency Management Planning and Policy Development
- Technical Assistance to Towns
- Training and Exercise Coordination
- Project Financing and Programming
- Project Implementation and Management
- Influencing State Homeland Security Policy (includes serving on statewide committees/stakeholder groups)

### ***3.6.2. GOALS FOR PUBLIC SAFETY AND HOMELAND SECURITY***

- Support the Policy Board and Public Safety/Homeland Security committees in developing appropriate plans, policies, programs, and projects to achieve a safe, balanced, and efficient regional public safety and homeland security system.
- Assure a regional voice in the development of state public safety and homeland security policies, plans and programs.
- Administer and maintain the CAPTAIN mobile data communication system used by several thousand police and fire personnel across the entire State of Connecticut.
- Manage and administer federal homeland security funds, in compliance with State and Federal laws, on behalf of the 41 communities that make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region 3.
- Appropriately staff the Public Safety Council, Capitol Region Emergency Planning Committee and its Emergency Support Functions, Capitol Region Chiefs of Police Association, Capitol Region Citizen Corps Council and CAPTAIN Technical committees.
- Provide technical assistance, training and exercise coordination services to member communities.
- Assure the development of public safety education programs within Connecticut by service on various boards and advisory commissions for high school and college programs specializing in public safety and homeland security.

### ***3.6.3. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE***

#### ***Public Safety and Homeland Security – overall***

1. CAPTAIN - Administered and maintained the CAPTAIN mobile data communication system, used by several thousand police officers within 60 departments across the state of Connecticut. Continued to work on product enhancements, software development and system roll out for fire and public works users.
2. Homeland Security Grant Funds - Managed and administered federal homeland security grant funds on behalf of the 41 communities who make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region 3. Over 110 projects have been initiated since CROCOG became involved in the FFY 2004 grant process.



### **Public Safety Council Initiatives**

1. CAPTAIN - Provided upgraded modems to the majority of CAPTAIN mobile data communications system users. Hosted various CAPTAIN technical meetings and user sessions.
2. CAPTAIN/ 408 Project – Continue work on the electronic citation system which was rolled out to police users last year and the recipient of a national award. Continue to work on the e-crash initiative.
3. HEARTBEAT and CT-CHIEF - Continue work on the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management System Development initiatives. Held several demonstrations with interested municipalities. There are several communities up and running on HEARTBEAT and CT-CHIEF is scheduled for a March 2014 rollout.
4. Regional Service Sharing Projects - Continued work on the Law Enforcement Data Sharing project. Received funding for a CAPTAIN 4G project and applied for funding for a Regional Computer Forensics Laboratory.
5. Completed the RPIP project for the Gary K. Tyler Regional Animal Care Shelter (TRACS) in South Windsor.
6. Began preparations to move the CAPTAIN server suite to the new Hartford Public Safety Complex.
7. Hosted a SWAT team/Bomb Squad Interoperability Workshop through the federal Office of Bombing Prevention which was attended by members of the nine regional SWAT teams, the Hartford Bomb Squad and state and federal partners.
8. Developed a strategic plan for the delivery of Fire and EMS services for the Town of Coventry.
9. Facilitated several After Action Conferences regarding significant weather events.
10. Once again assisted the Laurel Girls State program by organizing a judging panel for their final projects.
11. Issued an award to High Criteria for digital interrogations recording systems for local law enforcement agencies.
12. Committee memberships - Staff members serve on the governing boards of the Goodwin College Homeland Security Program, the Greater Hartford Public Safety Academy and the DEMHS Statewide Advisory Council.

### **Homeland Security Initiatives**

1. FFY 2010 SHSGP, MMRS, HAZMAT, Bomb Squad and UASI – Continue project work on all of these FFY 10 grants.
2. FFY 2011 SHSGP – Received grant awards and initiated project work.
3. FFY 2012 SHSGP – Expecting grant award shortly
4. CRCOG began the process to have the Capitol Region Emergency Planning Council be accredited through the Emergency Management Accreditation program.
5. Resource Typing Initiative – Completed DEMHS requirements for collection and submission of resource data.
6. Reverse 911 -Now working with the State of Connecticut vendor Everbridge technology.

7. Regional Exercises - Supported regional exercises and coordinated training classes. Continuing a Weapons of Mass Destruction exercise series for the region. Designed an "Up Up and Aware" Exercise which featured a catastrophic event in South Windsor.
8. CAPTAIN Fire Mobile - Rolled out CAPTAIN FIRE mobile data communications system to numerous towns and continue to work on system development and upgrades.
9. HAZMAT – Continued meeting with the Regional HAZMAT team and developed spending plans for sustainment. Purchased equipment and initiated training programs.
10. Initiated a Citizen Preparedness website for the region which is linked to all 41 communities. Created a Facebook page and Twitter feed for citizen preparedness. Developed an Ambassador program made up of CERT members to promote the site and message.
11. Initiated a Citizen Preparedness Coalition made up of members of both the private and public sector.
12. ESF-11 (Animal Response) - Focused on retaining and recruiting volunteers.
13. Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs. Recently trained the entire Hartford Fire Department.
14. Continued training and education sessions for the mutual aid plan for all long term care facilities.
15. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
16. Purchased various equipment for regional SWAT and Dive teams, the Regional Incident Dispatch Team, Incident Management Team, the four regional command posts and the Hartford Bomb Squad. In addition purchased new personal protective equipment for police and fire department members.
17. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
18. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
19. Completed a review and revision of the Capitol Region Emergency Planning Council By-laws.
20. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
21. Participated in the DEMHS Best Practices Forum.
22. Worked with DEMHS staff on a sub grantee audit. Visits were made to view the Capitol Region Incident Management Team and Hartford Bomb Squad equipment and the group also viewed a regional dive team training session.
23. Participated in the statewide Emergency Medical Services Conference held in Avon and staffed a Get Ready Capitol Region booth.
24. CRCOG staff were involved on the planning committee for the CT State Emergency Planning and Preparedness Initiative full scale exercise and will continue in the next year.

### **Regional Emergency Support Plan (RESP) Plan Enhancements**

1. RESP Plan - Updated – plan to integrate MMRS original deliverables as appendices to RESF-8 Public Health and Medical Services RESP Annex.
2. Region received re-recognition as Public Health Ready for 2013 – participated in drafting of CT's first Regional Public Health Emergency Response Plan (PHERP) used as a template for the four other Emergency Planning Regions in the state.
3. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters.
4. Work with Statewide planning group conducting FEMA mandated Threat and Hazard Identification and Risk Assessment process for CT.

### **Capitol Region Metropolitan Medical Response System (CRMMRS)**

1. CRMMRS - maintained and enhanced current capabilities for regional public health and medical response in compliance with state and federal directives. Revised RESF-8 Strategic Plan for 2013-2014; continue to implement and review as appropriate.
2. Continued to review and update original MMRS deliverables / emergency preparedness planning.
3. Maintained / updated pharmaceutical countermeasures for first responders/critical staff in Capitol Region.
4. As part of the MMRS National Leadership Group conducted meetings with US DHS Grants Program Directorate 2013.
5. Presented on building healthcare coalitions for emergency preparedness at the National Healthcare Coalition Conference, December 2013.
6. Participated in Long Term Care Mutual Aid Plan training and exercises for 2013.
7. Took delivery of Mobile Oxygen Generating trailer to support community EMS services shelters that cannot get deliveries of oxygen due to vendor shortages or limited access. Suffield will be host community.
8. Worked with the CT-DPH exercise planning group for statewide Full Scale Exercise in 2014.
9. Conducted/participated in 12 of the 14 Technical Assistance Reviews (TAR) for Capitol Region Mass Dispensing Areas (MDA) focusing on plans for response to an Anthrax attack. Part of US Health and Human Services - Centers for Disease Control and Prevention - Cities Readiness Initiative.
10. RESF 8 Leadership Training - Identified and implemented a training program for RESF 8 personnel to develop additional qualified leaders.
11. Served as Medical Track lead for developing medical based sessions for upcoming National Homeland Security Conference and MMRS NLG after conference session.
12. Served as subject matter expert to various federal agencies and to Congress on MMRS matters – participated on Congressional brief panel for first responders and Medical Counter Measures.
13. Participated as planning team member for the National Healthcare Coalition Resource Conference held in December of 2013.

**Capitol Region Medical Reserve Corps (CR-MRC)**

1. Awarded grant funding through the National Association of City and County Health Officials (NACCHO) and the CT Department of Public Health for MRC capacity building and sustainment activities.
2. Involved with the Connecticut Citizen Corps program to provide MRC presence and collaboration at the annual Citizen Corps Conference, September 2013.
3. Continued collaboration with Region 4 and the Uncas Health District MRC to enhance MRC training opportunities.
4. Followed-up referrals from CRCOG citizen preparedness website, Get Ready campaign. Additionally have developed a hard copy and on-line Orientation Program.
5. Conducted monthly training sessions through monthly CR-MRC meetings in accordance with the Regional Training and Exercise Work plan.
6. Upgraded the CR-MRC notification system.
7. Development of a CR-MRC consumable medical inventory system.
8. Participated in October 2013 full scale CRCOG/CREPC exercise.

**Capitol Region Citizen Corps Council**

1. Expansion - Continued to expand our Council and added CERT teams within our communities.
2. Hosting - Hosted joint refresher training sessions for all teams.
3. Missions - Expanded the missions of current teams.
4. Statewide Citizen Corps Council - Provide staff support and assistance on the Annual Conference.

**Table 11: Public Safety and Homeland Security Performance**

<i>Provide responsible management of all homeland security projects</i>		
	<b>Calendar 2012</b>	<b>Calendar 2013</b>
<b>Federal/state grants spent (planning, equipment, training &amp; exercises)</b>	<b>2,479,250</b>	<b>2,377,066</b>
<b>Homeland security reimbursement requests and reports completed in a timely manner (%)</b>	<b>100 %</b>	<b>100 %</b>
<b>CERT training courses administered</b>	<b>8</b>	<b>10</b>
<b># of ICS 300 and 400 classes held/# of individuals trained</b>	<b>5/79</b>	<b>6/57</b>
<b>Homeland security exercises conducted including full scale, tabletop and drills</b>	<b>3</b>	<b>3</b>
<b>Reimbursed training hours to local first responders (hours)</b>	<b>1012</b>	<b>818</b>
<b>Regional Coordination Center activations</b>	<b>2</b>	<b>2</b>
<b>National deployments, Incident Management Team/ individuals deployed</b>	<b>2/14</b>	<b>0</b>
<i>Provide responsible management for the CAPTAIN mobile data communication system</i>		
	<b>2010</b>	<b>2011</b>
<b>Communities /agencies participating in the police and/or fire system</b>	<b>79</b>	<b>72</b>

#### **3.6.4. 2014-2015 OBJECTIVES**

1. Complete work on the FFY 2010 Homeland Security, UASI, and MMRS projects as well as FFY 2011 Homeland Security.
2. Commence work on the FY 2011 and 2012 Homeland Security and MMRS projects.
3. Continue to enhance CAPTAIN (CRCOG's mobile data communication system for police and fire users).
4. Continue work on the CAPTAIN Electronic Citation and eCrash Projects.
5. Continue to act as the fiduciary agent for the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management Projects.
6. Continue to enhance the Regional Emergency Support Plan and work with the State Department of Emergency Management and Homeland Security to standardize across all regions.
7. Continue work on the public safety centered service sharing projects.
8. Continue to hold training sessions and conduct exercises.
9. Comply with all Federal, State and grant reporting requirements.
10. Provide Executive Director, other departments and all CRCOG committees with accurate and timely data.

## 3.7. MUNICIPAL SERVICES

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### 3.7.1. INTRODUCTION

*Mission: to support the operation of effective and efficient municipal governments through saving tax dollars and enhancing operating efficiencies.*

*From a global strategic view, Municipal Services supports the strategic areas of Existing and New Shared Services and Diverse Funding Sources.*



CRCOG's Municipal Services Department is divided into three program areas: Municipal Services/Service Sharing, Capitol Region Purchasing Council and the Connecticut Regional e-Government Initiative. The CRCOG Municipal Services Committee oversees the work of all three areas and sets and reviews strategic goals.

With support from a \$150,000 grant from the CT Office of Policy and Management, CRCOG staff completed a study of local government Back Office Services to examine the “next best” projects and programs to focus on for regional cooperation. With support from the Municipal Services Committee, the results of this study are informing the future goals for regional cooperation in the Capitol Region.

The **Municipal Service/Service Sharing** program's major areas of responsibility include administering the OPM Service Sharing Grants, supporting and coordinating the efforts of the Central Connecticut Solid Waste Authority and serving as a research and analysis resource for towns to explore service sharing opportunities. This area also supports the development of the new Capital Region Service Bureau.

The **Capitol Region Purchasing Council's** major areas of responsibility include Annual/Biennial cooperative bids, the CRCOG Natural Gas Consortium, the CRCOG Electricity Consortium, Indefinite Quantity Construction Program, and our e-Procurement software. The Purchasing Council Executive Committee hosts an Annual Meeting of the groups' membership (now 95 local governments and agencies). Staff also continuously review the programming offered through the Council and explore new areas of service.

The **Connecticut Regional e-Government Initiative** pursues regional software and other IT solutions for municipalities looking to save tax dollars and enhance operating efficiencies. This group has successfully supported the establishment of a commonsense, affordable fiber network for municipalities, which will enable the next generation of service sharing to gain local operational efficiencies. All municipalities in Connecticut now have the opportunity to be connected to and receive funding for the connection to the Nutmeg Network. More service sharing opportunities are now possible as a result of this network connectivity and CRCOG is

actively advocating for demonstration projects with OPM and the legislature to show value in the Nutmeg Network.

In addition, CRCOG is growing the services offered to municipalities by establishing an IT Services Cooperative that will provide regional solutions to common IT needs as well as individual town solutions through a strategic partner IT Services firm. A five-year contract with an IT Services strategic partner is now in place (Connecticut Center for Advanced Technology) and early focus is on providing technical support to municipalities connecting to the Nutmeg Network as well as implementing any approved demonstration projects on the network. Other IT services already underway include the Regional Online Permitting System, which is now fully live with 20 municipalities and open to any interested Connecticut town or city. The e-Government group will continue to take on areas of information technology service delivery recommended by the other Municipal Services program areas or other CRCOG departments.

We open all of these programs to towns outside of CRCOG's borders, supplementing municipal dues and other grant monies with fee-for-service income which helps us accomplish our mission.

#### ***1) Standing Committees***

- Municipal Services Committee
- Capitol Region Purchasing Council
- Connecticut Regional e-Government Initiative Steering Committee

#### ***2) Program Areas***

- Annual/Biennial Cooperative Bids
- e-Procurement System
- Natural Gas Consortium
- Electricity Consortium
- EZ Indefinite Quantity Construction
- CT Regional e-Government Initiative
- Regional Online Permitting System
- Municipal Service Sharing
- OPM Regional Service Sharing Grants
- Solid Waste Research and Coordination
- ***NEW in 2014:*** IT Services Cooperative

### ***3.7.2. GOALS FOR MUNICIPAL SERVICES***

Research, analyze and implement programs that help municipalities work together in a more efficient, cost-effective manner.

### **3.7.3. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE**

#### **Municipal Services**

1. Worked with the CROG Municipal Services Committee to address issues and implement initiatives that help enhance local government efficiency, effectiveness and intergovernmental cooperation.
2. Actively participated in the legislature's MORE Commission Regions subcommittee to promote the ideas of service sharing and local government efficiency. Gathered information and drafted legislative proposals that furthered the concept of back office service sharing among Connecticut municipalities, including seven demonstration projects for the Nutmeg Network.
3. Actively engaged in CROG strategic planning, stakeholder outreach and other efforts to further develop the Capital Region Service Bureau that makes available various CROG services to towns on a fee basis.
4. Special projects staff served as integral part of team implementing service sharing activities under the Regional Performance Incentive Program grants, and lead staff in overall project administration. From the 2008 awards, one project is near completion, nine have been closed out. From the 2011 awards, one project is near completion and two more are underway. In 2012, no grants were awarded to any entity. In 2013, CROG applied for three projects.
5. Managed consultant services for the Regional Back Office Services Assessment, a grant from the 2011 awards of the OPM Regional Performance Incentive Program. Coordinated working group to guide consultant work and to develop a priority action list for future service areas. Developed summary materials that helped advocate for service sharing programs as well as potential demonstration projects for the Nutmeg Network.
6. Worked in partnership with the South Central Regional Council of Governments to develop a set of Enterprise Resource Planning RFP template specifications for use of any municipality, using the towns of Bolton and West Hartford as case studies. This documentation begins the effort by CROG to develop an ERP solution through the Capital Region Service Bureau for municipal use.
7. Public Safety Department staff provided technical assistance to the Town of Coventry through the Capital Region Service Bureau. Deliverables included a strategic plan for the delivery of Fire and EMS services for the Town of Coventry.
8. Conducted periodic training programs and provided information on trainings to members, including an ICMA "Effective Supervisory Practices" webinar series attended by over 25 member employees.
9. Conducted periodic surveys and research projects on behalf of member municipalities to help increase the efficiency and effectiveness of local government operations.
10. Maintained and enhanced CROG's GIS and other data resources, in order to maintain a regional system that can provide GIS capacity to municipalities currently lacking their own systems, and over time, provided added value to communities with established GIS systems.
11. Continued to assist towns with activities related to Solid Waste through the Central CT Solid Waste Authority contracts with CRRRA and Murphy Road Recycling. Managed



Authority operations and developed legislative and service area priorities with members. Conducted an RFP for Textile Recycling for member and non-member municipal use. Conducted an RFP for technical assistance to renew those services that were established in 2008. Represent the Authority at the DEEP and participate in groups convened around materials management issues.

#### **CT Regional e-Government Initiative**

1. Conducted an RFP and established a contract with the Connecticut Center for Advanced Technology for Information Technology (IT) Services that provides CRCOG with a strategic partner for regional projects related to IT. This contract also provides local governments with a contracting mechanism to obtain assistance with connecting to the Nutmeg Network and other IT needs once the grant awards for connections are made.
2. At the invitation of DAS-BEST, presented information on CRCOG broadband utilization plans to the National Telecommunications and Information Agency (BTOP program funders) on August 22, 2013 with Scott Shanley, General Manager of Manchester, CT and Chair of CRCOG e-Government Committee.
3. Actively participated in the legislature's MORE Commission to promote the ideas of service sharing and local government efficiency. Served as support for the MORE Commission Regions Back Office Subcommittee, assisting with issue identification on municipal Nutmeg Network connection applications and grant processes. Used the information from the Back Office Assessment to convey priorities, costs and savings to the MORE Commission and other legislators for potential demonstration projects for the Nutmeg Network.
4. Actively supported municipal enrollment in the broadband fiber Nutmeg Network as well as promoted beneficial use of this network between municipalities statewide.
  - Assisted with outreach campaign on Nutmeg Network roll-out in cooperation with other stakeholders (CCM, COST, CEN and OPM).
  - Conducted numerous individual briefings as well as briefings outside of the CRCOG region in coordination with CEN and OPM.
  - Disseminated information on grant resources, and supported municipal applications both inside and outside the CRCOG region.
  - Worked with legislative staff at the Capitol to inform them of progress on the broadband roll-out and identify issues for trouble-shooting.
5. Met periodically with CREGI Steering Committee to monitor progress of the ViewPermit Online Permitting System software and discuss broadband fiber Nutmeg Network roll-out.
6. Continued marketing of ViewPermit online permitting system, including establishing a Software as a Service pricing model for new municipalities. Conducted various trainings to refresh skills on using the system. Participation in this program grew to 20 municipal members in FY2014.

#### **Capitol Region Purchasing Council**

1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings.

2. The Purchasing Council held its Annual Meeting on October 24, 2013 at the Glastonbury Community Center. The featured topic was Computerized Maintenance Management Systems. Also discussed were results of the CRCOG survey on bid thresholds and bid advertising.
3. **CRPC Bids** - Administered the Capitol Region Purchasing Council (CRPC) Cooperative Purchasing Program. Annual volume-based savings generated by the Cooperative Purchasing Program were estimated at \$1.8 million for FY 2013-2014. CRPC membership is at 95 public entities (municipalities, boards of education and other public entities).
4. Provided significant oversight of delivery issues for **Treated Road Salt** (TRS) due to Northeast supply chain issues. Municipal Services and Public Safety staff worked closely with the TRS vendors, DEMHS and the CTDOT to fully supply CRCOG/CRPC towns. This was an excellent joint effort of two CRCOG departments to serve the needs of the towns. A spring meeting was held to review the issues experienced and discuss possible mitigation strategies.
5. **Natural Gas Consortium** – This program will take a one year hiatus due to NYMEX market conditions. The current contract for service ends on June 30, 2014. Market pricing is 20-30% higher over the next three year contract term versus what is available from the utilities. As such, CRCOG has recommended that the Consortium members default to utility for one year (the required minimum from CT regulation). The group will reconvene in January 2015 to discuss market conditions and the possibility of a contract starting July 1, 2015. This program presently manages over 5 million ccfs of natural gas worth over \$3.5 million.
6. **CRCOG Electricity Consortium** – This program was rebid in FY2014 with savings of over \$450,000 for 15 participating members. This program manages over 40 million kWh of electricity worth over \$3 million.
7. **ezlQC (EZ Indefinite Quantity Construction)** – Now in its fifth year, 25 members have taken advantage of CRCOG's on-call construction, renovation and maintenance contracts to date, with nearly 200 separate projects totaling over \$8.2 million. This competitively bid program is open to all CRPC members and is designed to save communities time and tax dollars by facilitating the implementation of small and medium-sized projects, covering everything from general construction to specialty areas like mechanical, electrical, plumbing, flooring, roofing, painting, HVAC and more.
8. **e-Procurement** – Conducted town web training on using this key tool of the Purchasing Council. Promoted the use of the system by individual towns, including a demo to the members of SCRCOG. CRCOG continued its partnership with CT Department of Administrative Services as a piggybacking partner this contract cycle. The vendor contract with Bid Sync for this tool was extended for two years to March 31, 2016.

Table 12: Municipal Services and Purchasing Performance

<b>Saving Town Tax Dollars:</b>	<b>2012-13</b>	<b>2013-14</b>
Dollars saved through CRPC bids (annual total)	2.66 million	1.8 million
Natural Gas Consortium year-to-year price savings, dependent on usage, not including contract savings	160,498	113,207
Dollars saved through Electricity Consortium	833,902	491,951
Number of CRPC Members	88	95
Number of bids conducted by CRPC	14	17
Number of Natural Gas Consortium members	30	30
Number of Electricity Consortium members	13	15
Number of Towns using ezIQC	24	25
<b>Enhancing Operating Efficiencies:</b>	<b>2012-13</b>	<b>2013-14</b>
Dollars available to Towns through Service Sharing projects (awarded through competitive grant process)	>7 million	>2 million
Number of Service Sharing Projects supported by CRCOG (1 RPIP grants from 2008, 3 RPIP grants from 2012, Permitting, ezIQC, IT Services Cooperative <b>(NEW)</b> , Natural Gas and Electricity Consortiums)	9	9
Number of CRCOG towns involved in Service Sharing projects	30	30
Number of towns involved in Solid Waste Research and Coordination	18	16
<b>Service Beyond CRCOG's Borders:</b>	<b>2012-13</b>	<b>2013-14</b>
Number of Regional Performance Incentive Grant non-CRCOG participants	20	20
Number of Natural Gas Consortium non-CRCOG members	11	11
Number of ezIQC non-CRCOG members	14	15
Number of Electricity Consortium non-CRCOG members	5	5
Number of CRPC non-CRCOG members	58	57

### **3.7.4. 2014-2015 OBJECTIVES**

One overarching objective of the Municipal Services Department in FY2015 is to fully integrate our eight new municipal members. Though all of these local governments have taken part in Municipal Services' service sharing and cooperative purchasing programs to varying degrees, the staff is committed to bringing the leaders of these communities to the table as we plan the implementation of the goals and objectives of the department for the upcoming fiscal year, and beyond.

#### **Service Sharing**

1. Continue to seek out new opportunities for inter-municipal service sharing, and help identify funding sources to help implement these ventures.
2. Work through the CRCOG Municipal Services Committee to help member municipalities learn about topics critical to effective local government administration through presentations and sharing of information among municipalities. Undertake periodic surveys, workshops and research projects on behalf of member municipalities. Attend conferences and workshops to educate staff on topics of importance.

3. Develop more offerings through the Capital Region Service Bureau to include, but not be limited to, multiple software offerings on the Nutmeg Network. Respond to partnership opportunities with COGs and other entities as is consistent with the goals and objectives of the Service Bureau.
4. Continue the grant projects associated with OPM Regional Performance Incentive Program (RPIP) grant program. Continue support of applications to this grant program on an annual basis by all CRCOG departments and members.
5. Continue to work with Central Connecticut Solid Waste Authority members (as requested) to monitor service contracts, track materials management issues and provide general assistance to towns.
6. Conduct research on new funding opportunities to carry out projects consistent with the CRCOG mission, and needs and desires of member municipalities.

#### **Connecticut Regional e-Government Initiative**

1. Promote demonstration projects that showcase the value of the broadband Nutmeg Network to municipalities.
2. Work with the Connecticut Center for Advanced Technology to offer services over the Nutmeg Network that fit into the overall Back Office strategic plan developed by the Municipal Services Department and carried out by the Capital Region Service Bureau.
3. Continue to promote the broadband fiber Nutmeg Network for local government through legislative and other advocacy. Coordinate directly with other state-wide organizations (CCM, CTCMA and COST) to encourage effective implementation of this important resource.
4. Continue to administer the Regional Online Permitting System. Expand the Regional Online Permitting System to interested municipalities.
5. Research and discuss other areas of municipal cooperation in e-Government, using the 2013 Back Office Services Assessment as a reference point.

#### **Capitol Region Purchasing Council**

1. Continue administration of the Capitol Region Purchasing Council (CRPC) Program, and expand program offerings, guided by the 2013 Back Office Services Assessment.
2. Promote membership with the CRPC to all municipalities and public agencies in the state. Attend procurement professional meetings to inform of CRPC activities and acquire knowledge to enhance cooperative opportunities through CRPC.
3. Promote and administer the ezIQC Program.
4. Convene the CRCOG Natural Gas Consortium in January 2015 to discuss market conditions. Conduct a procurement process, if feasible, to provide services beginning July 1, 2015.
5. Continue pursuit of state agency partnerships with our cooperative purchasing programs.

## 4. FINANCE

### 4.1. OVERALL BUDGET SUMMARY

#### 4.1.1. TOTAL REVENUE AND EXPENDITURES

**Table 13: Total Revenue and Expenditures**

Revenue Sources	FY2012-2013 Actual	FY2013-2014 Projected	Operating Budget	Grants Budget	FY2014-2015 Total
Federal	6,934,269	5,272,015	1,391,168	1,617,797	3,008,965
State	1,015,612	851,340	476,746	1,024,416	1,501,162
Local	545,650	519,356	519,169	-	519,169
Other	1,292,714	1,562,586	502,057	1,220,000	1,722,057
<b>TOTAL</b>	<b>9,788,245</b>	<b>8,205,297</b>	<b>2,889,140</b>	<b>3,862,212</b>	<b>6,751,352</b>
Expenditures			Operating Budget	Grants Budget	Total
Homeland Security	4,079,277	2,093,548		395,369	395,369
Jobs Access	745,502	442,416		442,416	442,416
Municipal Services	95,470	315,538		545,000	545,000
Policy Development & Planning	945,844	1,358,216		500,000	500,000
Public Safety	1,125,182	1,140,774		1,000,000	1,000,000
Transportation	285,365	155,721		979,428	979,428
Personnel	1,155,493	1,061,234	1,148,863		1,148,863
Management Support	526,660	549,456	429,317		429,317
Fringe	388,224	401,621	647,190		647,190
Indirect Expenses	135,456	277,605	297,872		297,872
Direct Expenses	265,499	274,769	350,898		350,898
Contingency	-	-	15,000		15,000
<b>TOTAL</b>	<b>9,747,971</b>	<b>8,070,897</b>	<b>2,889,140</b>	<b>3,862,212</b>	<b>6,751,352</b>

#### 4.1.2. OVERALL REVENUES AND EXPENDITURES DETAILS BY FUND AREA

CRCOG FY14-15 BUDGET SUMMARY		Revenues and Expenditures by Fund Area						
	General Fund/ Admin.	Transportation	Jobs Access	Policy and Planning	Municipal Services	Public Safety	Homeland Security	Totals
<b>Revenues</b>								
<b>Local Dues</b>	<b>519,169</b>							
<i>Required Match</i>		148,716	-	-	-	-	-	148,716
<i>Dues to Department to Cover Deficits</i>		-	-	193,928	59,711	-	-	253,639
<b>Total Local Dues</b>	<b>116,814</b>	<b>148,716</b>	<b>-</b>	<b>193,928</b>	<b>59,711</b>	<b>-</b>	<b>-</b>	<b>519,169</b>
Federal		1,992,727	-	512,868	-	-	503,369	3,008,964
State		511,296	504,516	125,000	35,350	-	-	1,176,162
Other Sources		-	-	-	773,265	1,273,792	-	2,047,057
<b>Total Sources</b>	<b>116,814</b>	<b>2,652,739</b>	<b>504,516</b>	<b>831,796</b>	<b>868,326</b>	<b>1,273,792</b>	<b>503,369</b>	<b>6,751,352</b>
<b>Expenditures</b>								
<b>Contractual / Grant Obligations</b>		<b>979,428</b>	<b>442,416</b>	<b>500,000</b>	<b>545,000</b>	<b>1,000,000</b>	<b>395,370</b>	<b>3,862,214</b>
<b>Operating Revenue</b>	<b>116,814</b>	<b>1,673,311</b>	<b>62,100</b>	<b>331,796</b>	<b>323,326</b>	<b>273,792</b>	<b>108,000</b>	<b>2,889,139</b>
<b>Operating Expenses</b>								
<b>Administration</b>								
<i>Direct Salaries</i>		685,722	28,205	134,699	129,890	120,631	49,716	1,148,863
<i>Management Salaries</i>	429,317	256,246	10,540	50,335	48,538	45,079	18,578	429,317
<i>Overhead (Indirect Expenses)</i>	297,872	177,791	7,313	34,924	33,677	31,277	12,890	297,872
<i>Fringe</i>	647,190	385,726	16,043	75,880	73,171	69,555	26,815	647,190
<i>Direct Expenses</i>	101,815	167,825	-	35,958	38,050	7,250	-	350,898
<i>Allocated to departments</i>	(1,374,379)							
<b>Total Administration</b>	<b>101,815</b>	<b>1,673,311</b>	<b>62,100</b>	<b>331,797</b>	<b>323,326</b>	<b>273,792</b>	<b>108,000</b>	<b>2,874,140</b>
Contingency	15,000	-	-		-	-	-	15,000
<b>Total Uses</b>	<b>116,815</b>	<b>2,652,739</b>	<b>504,516</b>	<b>831,796</b>	<b>868,326</b>	<b>1,273,792</b>	<b>503,369</b>	<b>6,751,352</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 4.2. OPERATING BUDGET

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### 4.2.1. OPERATING BUDGET SUMMARY

**Table 14: Operating Budget Revenue Sources Summary**

Revenue Sources	FY2012-2013 Actual	FY2013-2014 Projected	FY 2014-2015 Budget	Percent of Budget
Federal	1,548,727	1,628,562	1,391,168	48%
State	240,265	284,737	476,746	17%
Local	519,169	519,169	519,169	18%
Other	203,444	266,616	502,057	17%
<b>TOTAL</b>	<b>2,511,605</b>	<b>2,699,085</b>	<b>2,889,140</b>	<b>100%</b>

**Table 15: Expenditures by Function Summary**

Expenditures	FY2012-2013 Actual	FY2013-2014 Projected	FY 2014-2015 Budget	Percent of Budget
Personnel	1,155,493	1,061,234	1,148,863	40%
Fringe	526,660	549,456	647,190	22%
Management Support	388,224	401,621	429,317	15%
Direct Expenses	135,456	277,605	350,898	12%
Indirect Expenses	265,499	274,769	297,872	10%
Contingency	-	-	15,000	1%
<b>TOTAL</b>	<b>2,471,331</b>	<b>2,564,684</b>	<b>2,889,140</b>	<b>100%</b>

CRCOG's operating budget revenue is from the following sources: administrative funds from grants for grant administration (either a percentage of the total grant or a predefined budgeted amount), federal, state and local funds dedicated for operations (such as FHWA), and income from services provided (such as the Purchasing Council dues and related revenues).

#### 4.2.2. OPERATING BUDGET DETAILS

Table 16: Operating Budget Summary by Department

CRCOG FY14-15 OPERATING BUDGET SUMMARY								
	General Fund/ Admin.	Transportation	Jobs Access	Policy and Planning	Municipal Services	Public Safety	Homeland Security	Totals
<b>Revenues</b>								
<b>Local Dues</b>	<b>519,169</b>							
<i>Required Match</i>		\$ 148,716						\$ 148,716
<i>Dues to Department to Cover Deficits</i>				193,928	59,711			253,639
<b>Total Local Dues</b>	<b>116,814</b>	<b>148,716</b>	-	<b>193,928</b>	<b>59,711</b>	-	-	<b>519,169</b>
Federal		1,270,299		12,869		-	108,000	1,391,168
State		254,296	62,100	125,000	35,350			476,746
Other Sources		-		-	228,265	273,792		502,057
<b>Total Sources</b>	<b>116,814</b>	<b>1,673,311</b>	<b>62,100</b>	<b>331,797</b>	<b>323,326</b>	<b>273,792</b>	<b>108,000</b>	<b>2,889,140</b>
<b>Expenditures</b>								
<b>Operating Revenue</b>	<b>116,814</b>	<b>1,673,311</b>	<b>62,100</b>	<b>331,797</b>	<b>323,326</b>	<b>273,792</b>	<b>108,000</b>	<b>2,889,140</b>
<b>Operating Expenses</b>								
<b>Administration</b>								
<i>Direct Salaries</i>		685,722	28,205	134,699	129,890	120,631	49,716	1,148,863
<i>Management Salaries</i>	429,317	256,246	10,540	50,335	48,538	45,079	18,578	429,317
<i>Overhead (Indirect Expenses)</i>	297,872	177,791	7,313	34,924	33,677	31,277	12,890	297,872
<i>Fringe</i>	647,190	385,726	16,043	75,880	73,171	69,555	26,815	647,190
<i>Direct Expenses</i>	101,815	167,825		35,958	38,050	7,250		350,898
<i>Allocated to departments</i>	(1,374,379)							
<b>Total Administration</b>	<b>101,815</b>	<b>1,673,311</b>	<b>62,100</b>	<b>331,797</b>	<b>323,326</b>	<b>273,792</b>	<b>108,000</b>	<b>2,874,140</b>
Contingency	15,000	-	-		-	-		15,000
<b>Total Uses</b>	<b>116,815</b>	<b>1,673,311</b>	<b>62,100</b>	<b>331,797</b>	<b>323,326</b>	<b>273,792</b>	<b>108,000</b>	<b>2,889,140</b>
<b>Surplus (Deficit)</b>	-	-	-	-	-	-	-	-



#### 4.2.3. OPERATING BUDGET REVENUE SOURCES

**Table 17: Operating Budget Revenue Sources**

	2012-2013 Actual	2013-2014 Budget	2013-2014 Projected Total	2014-2015 Budget
<b>Operating Revenue</b>				
<b>FEDERAL</b>				
Federal Highway Admin-PL	974,916	1,137,554	937,554	1,187,005
Transportation Studies			-	
New Britain TOD On Call - Phase 2	3,855	-	3,942	9,762
Route 3 Study	3,723	-	-	
Comprehensive Transit Service Analysis Study		20,000	2,000	18,000
New Britain BRT - Modeling	22,525	48,000	48,000	48,000
FTA (Hartford Earmark)	12,718	16,243	2,825	7,532
HUD Sustainability Grant	189,043	135,649	127,353	10,000
Hazard Mitigation Grant	161,206	150,000	135,926	2,869
Citation Project			-	
U. S. Department of Homeland Security			-	
Homeland Security Grant Program -FFY 2009	35,750		-	-
Homeland Security Grant Program -FFY 2010	124,026	180,000	215,879	-
Homeland Security Grant Program -FFY 2011	1,554		139,084	-
Homeland Security Grant Program -FFY 2012				50,000
Homeland Security Grant Program -FFY 2013				52,000
Citizen Corps Program	9,053	16,000	16,000	6,000
UASI	10,358	38,800	-	-
CRI - Regional Public Health Advisor		26,000	-	
MRC Public Health Preparedness		9,000	-	
<b>Total Federal</b>	<b>1,548,727</b>	<b>1,777,246</b>	<b>1,628,562</b>	<b>1,391,168</b>
<b>STATE</b>				
Conn. Dept of Transportation	121,864	142,194	117,194	148,376
State OPM (SGIA)	21,896		125,000	125,000
Transportation Studies			-	
New Britain BRT -TOD Phase 2	482		243	1,220
Comprehensive Transit Service Analysis Study		5,000	500	4,500
New Britain BRT -Modeling	4,565	12,000	12,000	12,000
LOTICIP		9,800	9,800	88,200
WTW -Job Access (DSS)	67,810	62,100	-	62,100
Service Sharing Grant (OPM)	23,648	20,000	20,000	35,350
<b>Total State</b>	<b>240,265</b>	<b>251,094</b>	<b>284,737</b>	<b>476,746</b>

Continued on following page

Continued from previous page:

	2012-2013 Actual	2013-2014 Budget	2013-2014 Projected Total	2014-2015 Budget
<b>CRCOG/LOCAL/PRIVATE/OTHER</b>				
Local Government Assessments	519,169	519,169	519,169	519,169
<b>Total CRCOG/Local</b>	<b>519,169</b>	<b>519,169</b>	<b>519,169</b>	<b>519,169</b>
<b>CONTRACT/FEE FOR SERVICES</b>				
Public Safety			-	
Participation Fee	4,564	154,235	28,286	273,792
CAPTAIN Reserve			-	
Heartbeat CAD System		1,200	-	-
Purchasing Council	26,684	63,962	49,633	55,000
Municipal Services Deferred Revenue				30,265
Natural Gas	37,596	33,000	33,000	
RFP Depot/Bid Sync	80,716	40,000	46,139	60,000
Electricity Consortium	16,509	15,000	16,269	14,000
Conn. River Assembly			-	
EZ IQC	14,366	15,000	15,654	15,000
Regional Solid Waste Management	10,552	5,000	43,150	20,000
CT Regional E-Government Initiative	12,457	26,190	34,485	34,000
<b>Total Contract/Fee For Services</b>	<b>203,444</b>	<b>353,587</b>	<b>266,616</b>	<b>502,057</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,511,605</b>	<b>2,901,096</b>	<b>2,699,085</b>	<b>2,889,140</b>

#### 4.2.4. OPERATING EXPENSES

**Table 18: Operating Expenditure Summary**

Operating Expenditure Summary				
	2012-2013 Actual	2013-2014 Budget	2013-14 Projected	2014-15 Budget
<b>Direct Expenses</b>	135,456	272,147	277,605	350,898
<b>Indirect Expenses</b>	265,499	296,472	274,769	297,872
<b>Personnel</b>	1,155,493	1,209,389	1,061,234	1,148,863
<b>Management Support</b>	388,224	415,237	401,621	429,317
<b>Fringe</b>	526,660	597,675	549,456	647,190
<b>Contingency</b>	-	14,280	-	15,000
<b>Total Expenses</b>	<b>2,471,331</b>	<b>2,805,200</b>	<b>2,564,684</b>	<b>2,889,139</b>

#### 4.2.5. OPERATING BUDGET PERSONNEL SERVICES

**Table 19: Operating Budget – Personnel Services**

Personnel Expenditures	2012-13 Actual	2013-14 Budget	2013-14 Projected	2014-15 Budget
<b>SALARIES</b>				
Transportation	608,339	712,416	590,482	672,822
Jobs Access	32,128	-	31,267	27,674
Policy & Planning	234,689	197,784	197,945	132,165
Municipal Services	117,992	114,959	94,161	111,159
Service Sharing	11,081	9,639	24,704	16,287
Public Safety Council	1,364	45,296	20,413	118,362
Homeland Security	120,053	129,295	102,262	48,781
Management Support	388,224	415,237	401,621	421,240
<b>Total Salaries</b>	<b>\$ 1,513,869</b>	<b>\$ 1,624,626</b>	<b>\$ 1,462,854</b>	<b>\$ 1,548,490</b>
Audit:				
<b>MERIT/UPGRADE</b>	<b>29,847</b>	<b>29,845</b>	<b>-</b>	<b>29,690</b>
<b>FRINGE BENEFITS</b>				
Health Insurance	227,966	267,443	277,818	349,796
H S A - Employer Contribution	24,111	27,200	3,886	-
Health Insurance -Stipend	1,200	2,400	1,200	2,400
Vision Care	1,905	3,500	3,100	3,500
Pension	133,312	147,149	129,416	135,962
Unemployment Compensation	9,803	8,200	9,907	14,430
FICA	111,851	124,450	107,343	124,388
Long Term Disability	3,125	3,355	3,166	3,169
Short Term Disability	5,711	6,107	5,850	5,787
Life Insurance	2,078	2,221	2,120	2,108
Car Allowance	5,000	5,000	5,000	5,000
Employee Assistance	600	650	650	650
<b>Total Fringe Benefits</b>	<b>526,660</b>	<b>597,675</b>	<b>549,456</b>	<b>647,190</b>
<b>TOTAL PERSONNEL</b>	<b>2,070,376</b>	<b>2,252,146</b>	<b>2,012,310</b>	<b>2,225,370</b>

#### 4.2.6. OPERATING BUDGET DIRECT EXPENSES

**Table 20: Operating Budget Direct Expenses - Detail**

Direct Expenditures	2012-2013 Actual	2013-2014 Budget	2013-2014 Projected	2014-2015 Budget
<b>SERVICES &amp; SUPPLIES</b>				
Publication, Dues, Advertising	19,193	19,190	17,357	18,050
Reproduction & Printing	-	4,250	8,650	1,833
Recruitment	520	4,000	-	3,500
Supplies, Postage, Other	12,312	17,713	19,127	15,539
Computer Services/Software	391	3,500	17,624	11,009
Equipment Maintenance - GIS	9,300	9,300	9,300	11,400
Telephone	300	300	300	300
Insurance	-	2,000	2,000	2,000
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$ 42,015</b>	<b>\$ 60,253</b>	<b>\$ 74,358</b>	<b>\$ 63,631</b>
<b>PROFESSIONAL SERVICES</b>				
Legal	3,703	20,000	4,368	5,590
Legislative Liaison	22,496	22,000	22,496	22,496
Consultants	4,588	66,500	100,414	168,770
Spanish language translation - document	258	-	500	700
Spanish language interpretation - meeting	15	-	417	500
Interpreter for the deaf	-	-	1,000	1,000
<b>TOTAL PROFESSIONAL</b>	<b>31,060</b>	<b>108,500</b>	<b>129,195</b>	<b>199,056</b>
<b>EQUIPMENT &amp; CAPITAL COSTS</b>				
Equipment	5,055	13,900	4,314	5,900
Leasehold Improvements	2,515	500	-	2,500
Furniture & Furnishings	664	1,000	750	1,206
<b>TOTAL EQUIPMENT &amp; CAPITAL COSTS</b>	<b>8,234</b>	<b>15,400</b>	<b>5,064</b>	<b>9,606</b>
<b>MTGS. TRAVEL &amp; CONF.</b>				
Food	6,813	7,580	6,370	6,990
Mileage/Parking	7,088	8,750	8,081	7,950
Training/Tuition Reimb	2,600	18,244	5,000	14,065
Conf/Workshops				
Administration	23,791	17,000	23,862	24,000
Policy and Planning	5,262	4,800	4,800	4,800
Transportation	1,151	3,140	2,000	2,000
Public Safety	1,214	750	1,615	1,500
Municipal Services	2,675	3,100	4,909	4,000
Rentals	825	3,250	3,300	3,800
Workshop-Local Government	-	4,100	6,050	6,500
Annual Meeting	2,728	2,500	2,500	2,500
Legislative Reception	-	500	500	500
<b>TOTAL MTGS. TRAVEL &amp; CONFERENCE</b>	<b>54,146</b>	<b>73,714</b>	<b>68,988</b>	<b>78,605</b>
<b>TOTAL DIRECTS</b>	<b>135,456</b>	<b>257,867</b>	<b>277,605</b>	<b>350,898</b>
<b>Contingency</b>	<b>-</b>	<b>14,280</b>	<b>-</b>	<b>15,000</b>

#### 4.2.7. OPERATING BUDGET INDIRECT EXPENSES

Table 21: Operating Budget Indirect Expenses - Detail

	2012-13 Actual	2013-2014 Budget	2013-2014 Projected	2014-2015 Budget
RENT, MAINTENANCE, UTILITIES	134,417	145,216	134,770	145,216
POSTAGE	3,040	3,000	3,076	3,000
EQUIPMAINT MAINTENANCE	1,620	3,000	2,870	3,000
INSURANCE	30,999	35,156	31,738	35,156
OFFICE SUPPLIES	11,744	14,500	13,066	14,500
REPRODUCTION & PRINTING	12,259	13,500	13,460	13,500
NARC -DUES	6,211	6,300	6,688	6,700
PENSION ADMINISTRATION	5,813	4,500	5,250	5,500
TELEPHONE/DATA SERVICE/INTERNET	11,279	14,000	11,544	14,000
COMPUTER SERVICES	4,943	5,500	5,115	5,500
PAYROLL PROCESSING FEES	4,789	4,800	4,870	4,800
ACCOUNTING/AUDIT	31,000	35,000	31,000	35,000
SECTION 125 ADMINISTRATION	1,004	1,000	1,080	1,000
LEGAL	2,399	3,000	2,188	3,000
COMP SOFTWARE/UPGRADE	3,983	8,000	8,056	8,000
	<u>265,499</u>	<u>296,472</u>	<u>274,769</u>	<u>297,872</u>

### 4.3. OPERATING BUDGET NOTES

#### 4.3.1. OPERATING REVENUE

##### CRCOG/Local

**Local Government Assessments** **\$519,196**

No increase in Town dues is being budgeted in Fiscal Year 2014-15.

**Reserve** **\$-0-**

No funds are anticipated to be used from the CROCG reserve to balance the annual budget.

**Purchasing Council** **\$55,000**

Revenues for the cooperative purchasing program member dues for non-CROCG member towns (CROCG member towns are automatically included in the purchasing council via the Local Government Assessments).

**Natural Gas** **\$-0-**

The CROCG Natural Gas Consortium will be taking a one year hiatus starting on July 1, 2014, due to market conditions making utility rates 20-30% lower than third party suppliers.

**RFP Depot/Bid Sync** **\$60,000**

Revenue for administering an online competitive solicitation tool used to receive and tabulate bids online. CROCG receives 1% from all revenue that goes through RFP Depot/Bid Sync and ½% from piggybacking entities.

**Electricity Consortium** **\$14,000**

This is revenue to defray the cost of providing reverse auctions for multi-year contracts for the Electricity Consortium.

**EZ-IQC****\$15,000**

This revenue is for administering the competitive bid process of vendors for small construction projects.

**Regional Solid Waste Management****\$20,000**

Time and overhead received from CRCOG members and Central Connecticut Solid Waste Authority for research and coordination of solid waste issues, including disposal of solid waste services.

**CT Regional e-Government Initiative****\$34,000**

This revenue item is derived from the regional permitting project maintenance costs and used to finance CRCOG costs for administering the program.

**Public Safety Council****\$273,792**

The administrative/operating activities of the Public Safety Council will be funded by the police mobile data system participation fees. This revenue comes from the user fee through the Captain mobile data communications system.

**FEDERAL & STATE****FHWA and Federal Transit Administration**

The following represents the breakdown of federal, state and local funding for transportation and planning work. Funding from this source is program-specific and must be used to carry out obligations of the transportation and planning program.

<u>TRANSPORTATION</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>	<u>TOTAL</u>
<b>FHWA 2014-15</b>	<b>1,187,005</b>	<b>148,376</b>	<b>148,376</b>	<b>1,483,757</b>
<b>Comprehensive Transit Service Analysis Study</b>	<b>18,000</b>	<b>4,500</b>	<b>0</b>	<b>22,500</b>
<b>New Britain BRT-Modeling</b>	<b>48,000</b>	<b>12,000</b>	<b>0</b>	<b>60,000</b>
<b>FTA- Hartford Earmark</b>	<b>7,532</b>	<b>0</b>	<b>0</b>	<b>7,532</b>
<b>New Britain TOD On Call</b>	<b>9,762</b>	<b>1,220</b>	<b>1,220</b>	<b>12,202</b>
<b>LOTICIP</b>		<b>88,200</b>		<b>88,200</b>
<b>TOTALS</b>	<b>1,270,299</b>	<b>254,296</b>	<b>149,596</b>	<b>1,674,191</b>

\$148,376 is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation programs. The Comprehensive Transit Service Analysis Study is funded 80% federal and 20% state. New Britain BRT-Modeling funded 80% federal and 20% state. FTA-Hartford Earmark is 100% federally funded. LOTICIP is funded 100% state.

**Homeland Security**

Funding for Homeland Security has been significantly reduced by the Federal Government

**Homeland Security Administration****\$ 102,000**

Funding is for the administration of the Homeland Security Grants.

**Urban Area Security Initiatives (UASI)****\$ -0-**

Funding for UASI has been eliminated by the Federal Governments

**Citizen Corps** **\$6,000**

#### **Other Federal and State Revenue Sources**

**HUD Sustainability Grant** **\$ 10,000**

Funding is provided for administration and implementation of the \$4.2 million HUD Sustainable Communities Regional Planning Grant which is in its final phase.

**Hazard Mitigation Grant** **2,869**

Funding is provided for administration, implementation and phase out of the FEMA Hazard Mitigation Grant.

**State Grant-in-aid** **\$125,000**

CRCOG received \$125,000 in State Grant-In-Aid funding which was not included in FY 2013-14 Annual Budget. Funding is budgeted at the same level for FY 2014-15.

**Service Sharing** **\$35,350**

Administrative costs associated with the expansion of Service Sharing approved by the Policy Board in order to support CRCOG members in pursuing service sharing offerings within CRCOG.

**Jobs Access** **\$62,100**

Administration of CT Department of Social Services Jobs Access program. This budget assumes receiving 90% of funds received in FY 2013-14 pending the outcome of the legislative session.

### **4.3.2. OPERATING EXPENDITURES**

#### **PERSONNEL SERVICES**

**Salaries** **\$ 1,548,490**

The Fiscal Year 2013-14 Budget consists of 18 full-time and seven part-time staff positions. The Budget includes a 2% base adjustment for CRCOG staff.

**Fringe Benefits** **\$ 647,190**

Fringe Benefits are projected at 41.01% of salaries based on an analysis of current fringe rates as well as projected increases in health benefits include a 15% increase in health insurance and dental insurance. Employees can elect to participate in the Base Plan for health insurance which is covered 100 % by the employer or the Buy-Up Plan which requires employee contributions. Unemployment Contributions also increased to 3.7% from 2.5% in FY 2014. Long Term Disability is budgeted at 26 cents per thousand and Life Insurance and AD&D are budgeted 16 cents per thousand based on quotes provided by the CRCOG Insurance Carrier.

#### **DIRECT EXPENSES**

Direct Expenses are projected at \$ 365,898 and include the following:

**Service Sharing Expansion** **\$50,000**

Expansion of Service Sharing approved by the Policy Board in order to support CRCOG members in pursuing service sharing offerings within CRCOG.

**Services & Supplies**  
**Publications, Dues, Advertisements** **\$18,050**

Publications, Dues, & Advertisements include the following charges:

Transportation	1,500
Policy and Planning	2,450
Municipal Services	3,500
Public Safety	500
Administration	10,100

**Reproduction & Printing** **\$1,833**

Reproduction & Printing includes the following charges:

Transportation	1,000
Policy and Planning	683
Municipal Services	150

**Recruitment** **\$3,500**

Administration	3,500
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**Supplies, Postage, Other** **\$15,539**

Transportation	400
Policy and Planning	10,500
Municipal Services	50
Public Safety	500
Administration	4,000

**Computer Software Upgrade / Maintenance** **\$11,009**

Administration	9,134
Transportation	1,875

**Equipment Maintenance** **\$11,400**

Transportation	
-GIS Maintenance	5,700
-Travel Model Maintenance	3,600
Administration	2,100

**Telephone** **\$ 300**

Public Safety	300
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**Insurance** **\$2,000**

This is direct cost relating to emergency trailers maintained by Public Safety

**Professional Services** **\$221,606**

Legal	
-Transportation	500
-Municipal Services	750
-Administration	4,340

Legal fees relating to CRCOG administration are included in Indirect Expenses.

Legislative Liaison	22,496
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**Consultant/Professional Services** **171,520**

Language Interpretation	2,200
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-Transportation (includes translation for the deaf and into Spanish when needed)

-Spanish Language Translation

-Interpretation for the Blind



-Interpreter for the Hearing Impaired	
Consultants	140,000
Transportation	
-Transit Planning Consultant	
Policy & Planning	10,000
Administration	3,000
Municipal Services	15,000
-Solid Waste Consultant	

#### **Equipment & Capital Costs**

<b>Computers and Monitors</b>	<b>\$5,900</b>	
Transportation		2,700
Administration		2,200
Municipal Services		1,000

#### **Leasehold Improvements** **\$2,500**

#### **Furniture & Furnishings** **\$1,206**

<b>Meetings &amp; Food</b>	<b>\$6,990</b>
Policy and Planning	740
Municipal Services	750
Public Safety	500
Administration	5,000

The amount budgeted for food is net of anticipated income to offset costs. Approximately 31% of the cost of lunches provided by CRCOG for various meetings is reimbursed by meeting attendees.

#### **Mileage** **\$7,950**

Mileage reimbursement is budgeted at 56.50 cents per mile in accordance with the U.S. General Services Administration rate adjustment.

Transportation	3,300
Policy and Planning	1,300
Municipal Services	500
Public Safety	1,200
Administration	1,650

#### **Training/Tuition Reimbursement** **\$14,065**

Transportation	2,500
Policy and Planning	6,065
Municipal Services	4,000
Administration	1,500

#### **Conference/Workshops** **\$36,300**

Transportation	2,000
Policy and Planning	4,800
Municipal Services	4,000
Public Safety	15,000
Administration	24,000

#### **Rentals** **\$3,890**

Policy and Planning	2,000
Municipal Services	500

Public Safety	750
Transportation	550
<b>Workshops for Local Governments</b>	<b>\$6,500</b>
Policy and Planning	3,900
Municipal Services	600
Administration	2,000
<b>Annual Meetings</b>	<b>\$2,500</b>
This is to cover costs for the CRCOG annual meeting.	
<b>Legislative Reception/Other Events</b>	<b>\$500</b>
<b>Contingency</b>	<b>\$15,000</b>
To cover any unanticipated expenditures during the year.	

## INDIRECT EXPENSES

Indirect Expenses of \$296,472 include the following:

<b>Rent, Maintenance, Utilities</b>	<b>\$145,216</b>
Rent (Based on 5-year lease through FY 2018)	123,300
Utilities	21,916
<b>Telephone/Data Services/Internet Fee</b>	<b>\$14,000</b>
Digital Census Data Research	535
Comcast -Internet Fee	2,856
Telephone	
EarthLink	10,042
SNET Yellow Pages	567
<b>Postage</b>	<b>\$3,000</b>
<b>Equipment Maintenance</b>	<b>\$3,000</b>
Postage Meter	2,160
Miscellaneous Maintenance/Repairs	2,340
<b>Insurance</b>	<b>\$35,156</b>
The FY 2014-15 Premium for Liability, Crime and Fidelity Bond insurance is being projected at the same level As Fiscal Year 2013-14	
General Liability	12,447
Directors & Officers Liability	6,631
Excess Liability	7,000
Property	1,009
Worker's Compensation	3,369
Crime	3,000
Auto	1,500
Fidelity Bond re: Pension	200
<b>Office Supplies</b>	<b>\$14,500</b>

<b>Reproduction &amp; Printing</b>	<b>\$13,500</b>
Copier Lease	7,840
Property Insurance	1,660
Regional Plan Development	4,000
 <b>National Association of Regional Council Dues</b>	 <b>\$6,700</b>
NARC membership and support	
 <b>Pension Administration</b>	 <b>\$5,500</b>
 <b>Computer Services</b>	 <b>\$5,500</b>
Grants Management System	4,060
Timesheet Maintenance	1,440
 <b>Payroll Processing Fees</b>	 <b>\$4,800</b>
 <b>Accounting/Audit</b>	 <b>\$35,000</b>
Auditor	31,000
Miscellaneous	4,000
 <b>Computer Software/Upgrade</b>	 <b>\$5,500</b>
GIS Maintenance	3,500
Miscellaneous	2,000
 <b>Legal</b>	 <b>\$3,000</b>
Includes cost of legal fees pertaining to administrative matters	
 <b>Section 125 Processing</b>	 <b>\$1,000</b>

## 4.4. GRANTS AND CONTRACTS BUDGET

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### 4.4.1. GRANTS AND CONTRACTS BUDGET OVERVIEW

**Table 22: Grants Budget Revenue and Expenditures**

Revenue Sources	FY2012-2013 Actual	FY2013-2014 Projected	FY 2014-2015 Budget	Percent of Budget
Federal	5,385,542	3,643,452	1,617,797	42%
State	775,347	566,603	1,024,416	27%
Other	1,089,270	1,295,970	1,220,000	32%
Local	26,481	187	-	0%
<b>TOTAL</b>	<b>7,276,640</b>	<b>5,506,212</b>	<b>3,862,213</b>	<b>100%</b>
EXPENDITURES	FY2012-2013 Actual	FY2013-2014 Projected	FY 2013-2014 Budget	Percent of Budget
Homeland Security	4,079,277	2,093,548	395,369	10%
Jobs Access	745,502	442,416	442,416	11%
Municipal Services	95,470	315,538	545,000	14%
Policy Development & Planning	945,844	1,358,216	500,000	13%
Public Safety	1,125,182	1,140,774	1,000,000	26%
Transportation	285,365	155,721	979,428	25%
<b>TOTAL</b>	<b>7,276,640</b>	<b>5,506,212</b>	<b>3,862,213</b>	<b>100%</b>

#### 4.4.2. GRANTS AND CONTRACTS DETAILS

**Table 23: Grants Budget Summary by Department**

<b>CRCOG FY14-15 GRANTS BUDGET SUMMARY</b>							
	<b>Transportation</b>	<b>Jobs Access</b>	<b>Policy and Planning</b>	<b>Municipal Services</b>	<b>Public Safety</b>	<b>Homeland Security</b>	<b>Totals</b>
<b>Revenues</b>							
Federal	722,428		500,000	-	-	395,369	1,617,797
State	257,000	442,416	-	-	-	-	699,416
Other Sources	-		-	545,000	1,000,000	-	1,545,000
<b>Total Revenues</b>	<b>979,428</b>	<b>442,416</b>	<b>500,000</b>	<b>545,000</b>	<b>1,000,000</b>	<b>395,369</b>	<b>3,862,212</b>
<b>Expenditures</b>							
<b>Contractual / Grant Obligations</b>	<b>979,428</b>	<b>442,416</b>	<b>500,000</b>	<b>545,000</b>	<b>1,000,000</b>	<b>395,369</b>	<b>3,862,212</b>
<b>Total Expenditures</b>	<b>979,428</b>	<b>442,416</b>	<b>500,000</b>	<b>545,000</b>	<b>1,000,000</b>	<b>395,369</b>	<b>3,862,212</b>
<b>Surplus (Deficit)</b>	-	-	-	-	-	-	-

#### 4.4.3. GRANT AND CONTRACTS REVENUES

**Table 24: Grants and Contracts Revenue – Detail**

	2012-2013 Actual	2013-2014 Budget	2013-2014 Projected	2014-2015 Budget
<b>Grant Budget</b>				
<b>FEDERAL</b>				
Transportation Studies			-	
New Britain BRT -TOD On Call - Phase 2	4,252	-	6,541	24,784
Route 10 Study	-	-	-	
Route 6 Study	102,563	-	-	
Route 3 Study	29,386	-	-	
Viaduct Study		29,885	6,200	-
ITS Plan / Architecture		240,000	-	
Comprehensive Transit Service Analysis Study		360,000	36,000	324,000
New Britain BRT - Modeling	50,000	-	-	
FTA (City Earmark)	42,837	301,250	77,606	373,644
HUD Sustainability Grant	945,844	1,383,831	1,358,216	500,000
Citation Grant (CONNDOT) & E-Crash	131,382		65,342	
U. S. Department of Homeland Security	57,034		-	
Homeland Security Grant Program -FFY 2008	42,000	-	-	
Homeland Security Grant Program -FFY 2009	892,456	-	-	
Homeland Security Grant Program -FFY 2010	832,045	610,600	904,282	
Homeland Security Grant Program - FFY 2011	150,548	81,693	788,327	
Homeland Security Grant Program - FFY 2012				141,288
Homeland Security Grant Program - FFY 2013				245,081
Citizen Corps Program			-	
UASI Grants			-	
UASI 2009	1,605,164		-	
UASI 2010	446,030	2,114,443	337,189	
CRI Regional Public Health Advisor		94,165	-	-
MRC - Public Health Preparedness	54,000	43,500	63,750	9,000
<b>Total Federal</b>	<b>5,385,542</b>	<b>5,259,367</b>	<b>3,643,452</b>	<b>1,617,797</b>
<b>STATE</b>				
Conn. Department of Transportation			-	
Transportation Studies			-	
New Britain BRT -TOD On Call -Phase 2	532	-	187	
Route 10 Study		-	-	
Route 6 Study	25,641	-	-	
Route 3 Study	3,673	-	-	
Viaduct Study		7,471	-	-
ITS Plan / Architecture		60,000	-	
Comprehensive Transit Service Analysis Study		90,000	9,000	81,000
LOTICIP		20,000	20,000	176,000
WTW -Job Access (DSS)	745,502	-	442,416	442,416
Service Sharing Grant (OPM)		300,000	95,000	325,000
<b>Total State</b>	<b>775,347</b>	<b>477,471</b>	<b>566,603</b>	<b>1,024,416</b>

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Continued from previous page:

	2012-2013 Actual	2013-2014 Budget	2013-2014 Projected	2014-2015 Budget
<b>CRCOG/LOCAL/PRIVATE/OTHER</b>				
Local Assessments	465	-	187	
New Britain BRT -TOD Phase 2	1,015	-	-	
New Britain BRT -Modeling	25,000	-	-	
<b>Total CRCOG/Local/Private</b>	<b>26,481</b>	<b>-</b>	<b>187</b>	<b>-</b>
<b>CONTRACT/FEE FOR SERVICES</b>				
Public Safety			-	
Participation Fee	993,800	997,498	1,020,000	1,000,000
Heartbeat CAD System		60,000	55,432	-
CT Regional e-Government Initiative	95,470	140,964	220,538	220,000
<b>CONTRACT/FEE FOR SERVICES</b>	<b>1,089,270</b>	<b>1,198,462</b>	<b>1,295,970</b>	<b>1,220,000</b>
<b>TOTAL PROGRAM REVENUES</b>	<b><u>7,276,640</u></b>	<b><u>6,935,300</u></b>	<b><u>5,506,212</u></b>	<b><u>3,862,212</u></b>

#### 4.4.4. GRANT AND CONTRACTS EXPENDITURES

**Table 25: Grants and Contracts Expenditures – Detail**

Grant Expenditures	2012-2013 Actual	2013-2014 Budget	Projected 2013-2014	2014-2015 Budget
<b>Policy, Planning and Development</b>				
HUD Sustainability Grant	945,844	1,383,831	1,358,216	500,000
<b>Total Policy, Planning and Development</b>	<b>945,844</b>	<b>1,383,831</b>	<b>1,358,216</b>	<b>500,000</b>
<b>Transportation</b>				
New Britain BRT -TOD On Call - Phase 2	6,265	-	6,915	24,784
Route 6 Study	128,204	-	-	-
Route 3 Study	33,060	-	-	-
Viaduct Study	-	37,356	6,200	-
ITS Plan / Architecture	-	300,000	-	-
Comprehensive Transit Service Analysis Study	-	450,000	45,000	405,000
New Britain BRT - Modeling	75,000	-	-	-
FTA (City Earmark)	42,837	301,250	77,606	373,644
LOTICIP	-	-	20,000	176,000
<b>Total Transportation</b>	<b>285,365</b>	<b>1,088,606</b>	<b>155,721</b>	<b>979,428</b>
<b>WTW - Jobs Access</b>				
WTW -Job Access (DSS)	745,502	-	442,416	442,416
<b>Total WTW - Job Access (DSS)</b>	<b>745,502</b>	<b>-</b>	<b>442,416</b>	<b>442,416</b>
<b>Municipal Services</b>				
CT Regional E-Government Initiative	95,470	140,964	220,538	220,000
Service Sharing Grant (OPM)	-	300,000	95,000	325,000
<b>Total Municipal Services</b>	<b>95,470</b>	<b>440,964</b>	<b>315,538</b>	<b>545,000</b>
<b>Public Safety</b>				
Citation Grant (CONNDOT) & E-Crash	131,382	-	65,342	-
CRI Regional Public Health Advisor	-	94,165	-	-
Captain-Fire/Public Works	993,800	997,498	1,020,000	1,000,000
Heartbeat CAD System	-	60,000	55,432	-
<b>Total Public Safety</b>	<b>1,125,182</b>	<b>1,151,663</b>	<b>1,140,774</b>	<b>1,000,000</b>
<b>Homeland Security</b>				
US Department of Homeland Security	57,034	-	-	-
Homeland Security Grant Program -FFY 2008	42,000	-	-	-
Homeland Security Grant Program -FFY 2009	892,456	-	-	-
Homeland Security Grant Program -FFY 2010	832,045	610,600	904,282	-
Homeland Security Grant Program -FFY 2011	150,548	-	788,327	-
Homeland Security Grant Program - FFY 2012				141,288
Homeland Security Grant Program - FFY 2013				245,081
UASI 2009	1,605,164	-	-	-
UASI 2010	446,030	2,114,443	337,189	-
MRC - Public Health Preparedness	54,000	43,500	63,750	9,000
<b>Total Homeland Security</b>	<b>4,079,277</b>	<b>2,768,543</b>	<b>2,093,548</b>	<b>395,369</b>
<b>TOTAL PROGRAM EXPENDITURES</b>	<b><u>7,276,640</u></b>	<b><u>6,833,607</u></b>	<b><u>5,506,212</u></b>	<b><u>3,862,212</u></b>



## 4.5. GRANT BUDGET NOTES

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Grant revenues are estimated to be 3,862,213 from all sources in Fiscal Year 2014-15

### TRANSPORTATION

The following is a breakdown of federal, state and local funding for transportation work, which totals \$979,428. Funding is program-specific for contractual obligations.

<u>PROJECTS</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>	<u>TOTAL</u>
FTA (Hartford Transit)	\$373,644	\$0.00	-0-	\$373,644
LOTICIP	-0-	176,000	-0-	176,000
New Britain TOD-on-Call (phase 2)	24,784	-0-	-0-	24,784
Comprehensive Transit Service Analysis Study	324,000	81,000	-0-	405,000
Totals	\$722,428	\$257,000	\$0.00 0	\$979,428

#### Jobs Access Program

**\$442,416**

This program was not funded in the state budget for FY 2013-2014 until after CRCOG's budget passed. This funding is consistent with this year's levels and expected to be included in the upcoming legislative session, but CRCOG will not know definitive results until the end of the legislative session which occurs after this budget is passed.

### POLICY AND PLANNING

The following is a breakdown of contractual obligations for Policy Development and Planning.

#### HUD Sustainability Grant

**\$500,000**

Funding for these projects is provided by The U.S. Department Housing and Urban Development in support of sustainable communities.

### MUNICIPAL SERVICES

The following is a breakdown of contractual obligations for Municipal Services

#### e-Government IT initiative Maintenance fees

**\$220,000**

Participating towns pay maintenance and hosting fees to CRCOG and CRCOG pays the vendor less CRCOG expenses.

### PUBLIC SAFETY COUNCIL

#### CAPTAIN User Fees

**\$1,000,000**

The Participation Fees are derived from various charges from local public safety departments for the maintenance of the region's public safety system network.

#### Homeland Security Grant Administration (including MMRS, HAZMAT and CRI)

**\$386,369**

Funding under this program is to administer and manage Federal Homeland Security grant funds on behalf of the 41 communities which make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region III. Below are the projects currently funded under the State Homeland Security Grant Program and related grants for FY 2015.

<u>Project</u>	<u>Amount</u>
Training & Exercises	68,000
Regional Command and Response	60,000
Support and Equip Regional Response Teams	108,000
Information and Management	150,369
<b>Total</b>	<b>386,369</b>

***MRC – Public Health Preparedness***

***\$9,000***

*The Medical Reserve Corps consists of medical and non-medical volunteers who supplement existing response capabilities during emergency events requiring public health or medical response.*

## **5. APPENDICES**

### **5.1. CRCOG FINANCIAL POLICIES**

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#### **5.1.1. FINANCIAL PLANNING POLICIES**

##### **1) Balanced Budget**

CRCOG's definition of a balanced budget is a budget in which expenditures are within 3/4% (0.75%) of expected revenues. CRCOG's policy is to have a balanced budget each and every year. Deviations from a balanced budget must be approved by the Policy Board and the budget should clearly document the reasons for the deviation, outline remediation efforts, and document success of remediation efforts in the following year.

##### **2) Long-Range Planning**

Given the uncertain nature of CRCOG's revenue and expenditures, the Council recognizes the difficulty of long-term planning. Strategically, however, given the changing nature of municipal, state and federal funding, the Policy Board's long-range planning policy is to include:

- Decrease dependence on any one funding source and diversify funding sources.
  - Leverage CRCOG Foundation to access private funding where possible
  - Continuing to aggressively pursue funding sources at the state and federal level.
  - Pursue different mechanisms for funding services, such as: receiving commission on contracts; potential subscription fees for certain services; consulting fees; and other appropriate alternatives.
- Where possible, review staffing at a multi-year grant level to ensure that staffing expenditures do not exceed expected revenues.
- Stabilize town dues as much as possible. Increases in dues, temporary or permanent, should be for specific added services or projects.
- Develop and implement multi-year strategies to guide overall financial planning and ensure financial planning is in line with long-term strategic goals.

##### **3) Asset Inventory**

Capital assets in excess of \$5,000 are recorded at cost. Capital assets are depreciated over their estimated useful lives on the straight-line method. Leasehold improvements are amortized over the shorter of the estimated useful life or the life of the lease. Furniture, equipment, computer hardware, and software are depreciated over three years. The capital asset inventory will include the acquisition date, the acquisition cost, the expected life of the asset, and the current depreciated value and will be updated annually.

#### **5.1.2. REVENUE POLICIES**

##### **1) Revenue Diversification**

CRCOG's strategy is to diversify its revenue sources as much as possible. Funding sources include local, state and federal agencies as well as private foundations and shared service fees. While CRCOG

encourages continual diversification of revenue and entrepreneurial funding sources, CRCOG should maintain its core mission of cooperation across the region.

## ***2) Fees for Service***

In the areas in which CRCOG sets a fee for service, the fees shall cover the total cost of the service offered. Fees that do not cover the cost of the service offered must be approved by board action. Fees shall be reviewed every two years for adequacy.

## ***3) One-Time Revenue and Unpredictable Revenue***

Most of CRCOG's revenue sources are one-time revenue funding opportunities or unpredictable revenue, in that there is a short term (less than 5 years) of guarantee from the granting agency. Although CRCOG has stable revenue from the state and local government, that revenue is a small part of the total annual revenue. Ideally, CRCOG's ongoing expenditures will be funded by stable revenue sources. Given the basic unpredictability of CRCOG's funding sources, however, it is understood that some on-going expenditures will be evaluated on an annual basis based on expected funding for the upcoming year.

### ***5.1.3. FINANCIAL ACCOUNTING AND BUDGET POLICIES (ACCOUNTABILITY)***

The CRCOG Policy Board is required to adopt a fiscally prudent budget by July 1 each year. There should be a balanced relationship between revenues and expenditures. Appropriations are made at the department or functional level. The following funds are subject to annual budgetary appropriations:

- General Fund
- Transportation
- Jobs Access
- Policy and Planning
- Municipal Services
- Public Safety
- Homeland Security

#### ***1) General Accounting Policy***

All CRCOG financial transactions are to be conducted, and records maintained, in accordance with generally accepted accounting principles as applicable to governmental organizations. The basis of accounting for CRCOG budget and accounting purposes shall be the modified accrual basis of accounting in measuring financial positions and results of financial operations. All funds are accounted for in the annual audit.

#### ***2) Financial Grant Monitoring, Reporting and Control System***

The CRCOG Finance Department shall establish financial control systems and administrative procedures to ensure that financial management of its operating funds and grant awards are in strict compliance with grant program regulations. The Finance Department shall also coordinate all

financial reporting as required by the grantor agency. In addition, a quarterly financial report shall be prepared on the financial status of the agency, which will be reviewed by the Council.

### **3) Audit Committee and Annual Audit**

According to its by-laws, CRCOG has established an Audit Committee. The Committee has the responsibility to provide additional oversight to the accounting and financial reporting practices, and other internal controls of the agency. The Committee may also be responsible for the annual audit findings and recommendations as provided by CRCOG's independent auditors. An annual audit shall be performed by an independent public accounting firm under the provisions of the Municipal Audit Act. The accounting firm will also issue all other required audit reports as required by federal and state cognizant agencies.

### **4) Budget Amendment**

If the review of the quarterly financial reports shows a significant discrepancy between actual expenditures and revenues and budgeted expenditures and revenues, the Finance Director shall present an amended budget to the Personnel and Finance Committee for a budget amendment. After the Personnel and Finance Committee reviews the amended budget, the amended budget will go before the Policy Board for approval.

#### **5.1.4. FUND BALANCE POLICY (RESERVE ACCOUNTS)**

The Capitol Region Council of Governments (CRCOG) recognizes the financial importance of a stable and sufficient level of unreserved fund balance. As a major conduit for the region's state and federal funds, CRCOG must maintain an unreserved fund balance in order to (1) to have sufficient working capital in the first several months of the year until reimbursed expenses are received and available to fund operations; (2) to fund any unforeseen expenses that may occur during the course of the year or unpredicted one time expenditures; and (3) to protect against the need to reduce service levels or raise local assessment fees due to temporary revenue shortfalls.

It is recommended that CRCOG strive to maintain a targeted level of three (3) months of operating expenses in reserve. Should the unreserved fund balance amount fall below the targeted level, the Board must approve and adopt a plan to restore this balance to the target level within 12 months. Should the amount be in excess of the recommended level, it may be used for non-recurring expenditures or stabilization of local assessment fees.

This policy shall be incorporated in the annual budget document as a basic budget policy to which the budget process annually adheres.

#### **5.1.5. DEBT POLICY**

The Capitol Region Council of Governments (CRCOG) is a voluntary association authorized and organized according to the General Statutes of the State of Connecticut, as amended, or by special acts of the Connecticut General Assembly including the rights, responsibilities and duties pertaining to regional planning agencies.

Such statutory authority prohibits Connecticut regional planning agencies from issuing tax exempt debt or acting in the capacity as a conduit of tax exempt debt. Therefore, this precludes the need for the Capitol Region Council of Governments to establish a debt policy.

#### **5.1.6. GENERAL PROCUREMENT POLICIES**

Purchasing activities are conducted by all CRCOG staff employees, rather than a central purchasing authority, whose responsibility it is to ensure that the purchasing policies as set forth below are adhered to:

- Facilitate uniformity in procurement practices, to provide a system of reasonably priced, high quality goods and services and mitigate against administrative inefficiency.
- Purchasing activities include an obligation at all times to comply with government regulations, proper transaction documentation and records retention and fiscal responsibility.
- As the fiscal agent for intergovernmental grant programs, CRCOG procurement practices shall comply with laws, regulations and guidelines of the federal government, State of Connecticut and other political subdivisions or agencies and the provisions of grant or funding agreements.
- Procurement activities must be conducted in a manner that in all respects is fair, without collusion and avoids the appearance of impropriety. No employee or officer of CRCOG shall participate in any procurement process if a conflict of interest, real or apparent, may be involved.
- Cooperative purchasing arrangements which have been extended to political sub-divisions, including the State of Connecticut and U.S. General Services Administration, should be encouraged when they lend themselves to economies of scale and are in compliance with generally accepted purchasing guidelines.
- Disposition of surplus property shall be by either auction, sale, trade-in or advertised bid at the discretion of the Executive Director after a fair market value has been determined.
- CRCOG's Procurement Procedures Manual (rev. 1999) shall be the governing document in all matters of the Agency's procurement process. All Agency staff members should be knowledgeable and trained in all aspects of the manual which shall be posted on the Agency's website.

#### **5.1.7. CASH MANAGEMENT AND SHORT-TERM INVESTMENT POLICY**

This policy applies to the investment of short-term operating funds of the Capitol Region Council of Governments. Because the expenditure of CRCOG operating funds do not occur concurrently with the receipt of such funds, it is incumbent upon CRCOG to not only assure the safekeeping of the resulting idle cash, but to also make full use of idle cash through an effective short-term investment program that will produce maximum returns. The following policies are established for the CRCOG's cash management and short-term investment program, in priority order, of investment activities shall be:

- Safety  
Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
- Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. As a major conduit for the region's state and federal funds, CRCOG must have sufficient cash liquidity in order to have working capital in the first several months of the year until reimbursed expenses are received and available to fund operations.

- Yield

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above.

### ***1) Permitted Investments***

CRCOG as a political subdivision of the State, shall only utilize eligible investments as permitted for Connecticut municipalities and are determined by C.G.S. 7-400 and 7-402. The CRCOG operating funds are to be invested in accordance with the guidelines upon the direction of the Finance Director in the following short-term investments:

- Certificates of deposit (C.D.) with Connecticut banks only upon written evidence that the bank meets the collateral, risk based capital and other requirements of Qualified Public Depositories as defined in Connecticut General Statutes 36-382.
- Money market accounts.
- U.S. Government Treasury Obligations.
- Repurchase Agreements collateralized by U.S. Government Agency Obligations.
- Investment pool of the State of Connecticut which maintains and operates a government investment pool, Short Term Investment Fund (STIF).

### ***2) Delegation of Authority and Fiduciary Responsibilities***

- Authority to manage the short-term investment program is granted to the Director of Finance and Treasurer. Responsibility for the day to day operation of the investment program is delegated to the Finance Director who shall carry out the procedures and internal controls for the operation of the investment program consistent with this investment policy.
- All CRCOG personnel responsible for financial management shall provide for the expeditious billing, collection and deposit of funds due to the CRCOG. At the same time, disbursements shall be controlled so as to maximize the pool of cash from which short-term investments can be made.
- The Director of Finance, Executive Director and CRCOG's Finance and Audit Committee shall meet periodically to review current investment policies and procedures and make recommendations and set guidelines concerning investment policies.

### ***3) Prudence and Best Practices***

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing CRCOG's short-term cash management portfolio. CRCOG personnel responsible for financial management shall also be familiar with the Government Finance Officers Association's (GFOA) Recommended Practices publications and its policy statements pertaining to investment of public funds.

## 5.2. STAFF SALARY PLAN

CRCOG recently updated its staff salary plan to reflect changing titles and job descriptions.

- All job descriptions reviewed and updated by Department Managers and Executive Director.
- Current Job Titles and Pay Grade Chart updated for current staff levels, titles and correct pay grade.
- Benchmarked current CRCOG positions and duties with similar markets after deciding which agencies were the geographic/agency competition for CRCOG staff to pursue a new job opportunity.
- Similar markets include Regional Planning agencies in Connecticut serving a similar population as CRCOG and New England Planning Agencies, larger municipalities in Connecticut, the State of Connecticut, and the Connecticut Metropolitan District Commission (MDC).
- Market results were then averaged to develop the updated Pay Grade Chart below.

CURRENT	JOB TITLES AND PAY GRADES	2013-2014 Pay Grades-
Level	Job Titles	
A2	Office Assistant	32,066-36,008-39,951
A3	Program Assistant, Accounting Assistant	43,095-45,895-48,696
A4	Executive Assistant/Office Coordinator	52,336-55,547-58,759
P1	Program Manager Planner Accountant	46,760-52,703-58,646
P2	Senior Planner Senior Program Manager Contracts Specialist	51,341-58,310-65,729
P3	Principal Planner I Special Projects Manager I Principal Program Manager Senior GIS Coordinator	54,385-61,325-68,265
	Municipal Services Manager	63,199-72,094-80,990
P4	Special Projects II Principal Planner II	
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	86,414-93,015-99,617
M2	Department Director II/Assistant Director	95,456-103,956-112,457
E	Executive Director	N/A



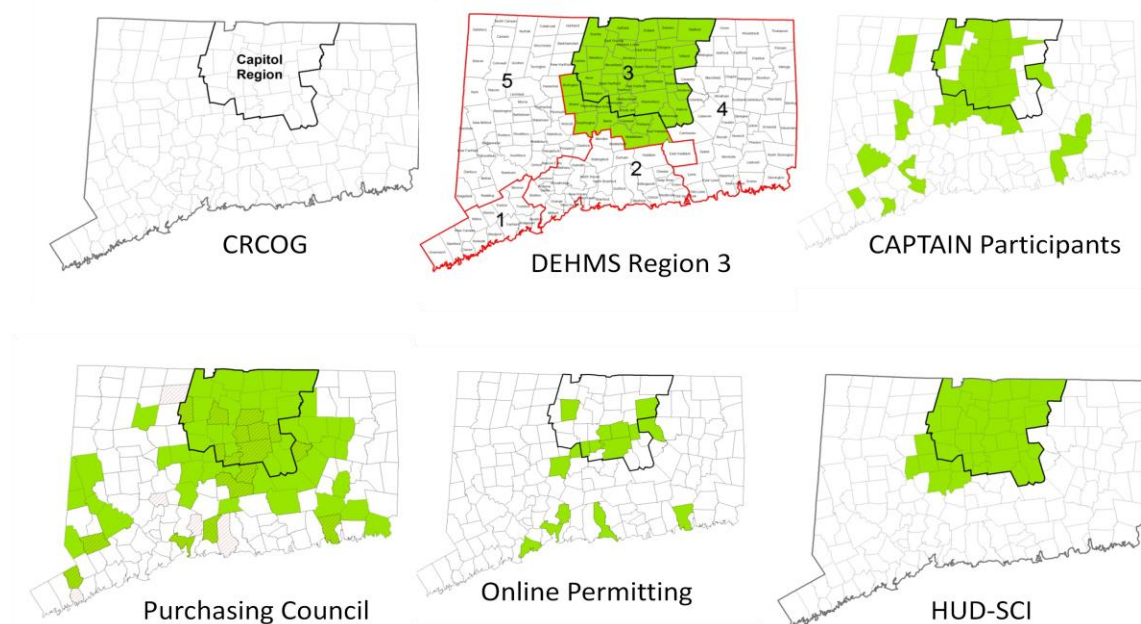
## 5.3. CRCOG POLICY BOARD 2013 STRATEGIC PLAN

### 5.3.1. SUMMARY

In 2012 to arrive at a strategic direction for the next several years, the CRCOG Policy Board undertook an in person member survey, received staff input on that same survey, considered demographic and other drivers as part of an environmental scan, and considered current commitments of various CRCOG programs. In November 2102 Policy Board members met to consider CRCOG’s strategic priorities and it is from this meeting and prior documentation that this summary was prepared. By way of review, CRCOG’s adopted mission statement is:

- Helping members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources and effective economic development;
- Strengthening the capital city of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns with the State and Federal governments;
- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.

It is interesting to note that CRCOG’s geographic “borders” vary by the program involved:



The major themes that emerged from the CRCOG strategic review include:

- Diversify funding sources that support CRCOG’s core services.
- Continue technical support in Transportation and Planning areas and continued leadership in Regional Transit and Sustainable Communities.
- Continue efforts in shared services, especially in currently successful areas (e.g., Purchasing Council and CAPTAIN) and upcoming high priority areas for municipalities (e.g., leveraging Broadband and Human Resources).
- Strive for a strong capital region by outreach and networking to policy board members, especially new members and smaller towns.

The diagram below provides a graphic summary of CRCOG’s strategic direction for the next three to five years:



### **5.3.2. BACKGROUND**

The purpose of the CRCOG strategic plan is to set direction and priorities for CRCOG for the three to year timeframe and to serve as a guide in preparation of the annual plan and budget for the organization. The intent is to align CRCOG’s resources with those areas that would be of most benefit and interest of members. Board members met in a strategic planning session on November 14, 2012 prior to the regularly scheduled Board meeting to consider this plan.

As part of the planning process, CRCOG performed an in-person survey of Policy Board members and presented to the Board the full conclusion of the survey. CRCOG staff also summarized and presented environmental factors facing CRCOG in the future years, including the fiscal cliff at the federal level and deficits at the state level. Finally, each department presented current issues and opportunities facing the department at CRCOG.

### **5.3.3. SURVEY RESULTS AND DISCUSSION**

Overall the view of the members was that CRCOG offered value and high satisfaction. Broadband access and Human Resources were the most highly cited areas of opportunities for CRCOG and the region. There were a few communities that did not feel that they were well informed regarding CRCOG offerings.

Recommendations as a result of the survey were:

- Develop an Orientation Session for all new Chief Executive Officers and staff members who would play a key role in CRCOG.
- As a part of the Strategic Planning document, develop a succession plan for leadership roles and a training program for new officials to take on Committee and Officer roles.
- Develop and hold a workshop on the pros, cons, costs and role of Broadband access/installation for communities.
- CRCOG should develop capacity to act as an ombudsman between members and State agencies, such as DOT and DECD.
- As a part of the Strategic Plan, strategize about new funding sources for CRCOG so the agency can be sustained over the long run.
- Concentrate on developing successful regional services in those areas that are needed most by members: Human Resources, Back Office Administrative Functions, Property Tax Revaluations/Assessment, and Dispatch/Public Safety areas.

The Board felt the need to reach out to smaller towns, newer elected officials and increase participation in CRCOG activities by Board members will be one of the keys to CRCOG's future success. Board encouraged outreach by board members to newly elected officials and the need for better explanation regarding the bus rapid transit project as well as how federal transportation money is distributed in the region.

### **5.3.4. STAFF RESPONSE TO THE SURVEY**

On October 18, 2012 CRCOG management staff met with Bonnie Therrien who served as a consultant to CRCOG to interview 27 of the 30 member towns for the survey as part of the strategic planning process. The following were conclusions presented for consideration by the Policy Board.

- **Quality and responsiveness.** Go for quality and not quantity in serving members. Continue high levels of responsiveness and carefully "pick battles" in selecting opportunities to carry out.
- **Additional services.** There is some willingness to fund additional services but also a push back against being "nickel and dimed" by optional services. This situation will need to be assessed on a case by case basis it seems.
- **Outreach to members.** Meet the needs of newer members who are not familiar with CRCOG. To this end staff suggest: Updating the member benefit summary and reaching out to towns that may not be familiar with CRCOG with staff or board contact. This might include one on one meetings, department head meetings or other forums.
- **Other benefits.** For towns with reduced opportunity for federal funding in transportation, outline other services and benefits from transportation for them.

### **5.3.5. ENVIRONMENTAL SURVEY**

There are major environmental issues that have and will impact CRCOG and the CRCOG communities in the coming years.

- Federal Homeland Security funding has already been cut dramatically and faces further cuts. Federal transportation funding is flat for the most part as it directly affects CRCOG but in 2014 every state will get back 95% of what they put into the Highway Trust Fund putting in peril the “overshare” that Connecticut has relied on for some time.
- At the state level, the large continuing structural deficit will continue to put strains on revenue and expenses for both the near and medium term. Expectations for state grant opportunities should be kept to a minimum. State Grant in Aid (SGIA) funds, as in recent years, should not be counted on.
- As a result of the 2010 Census the map of various urbanized areas in the state has been updated. In 2014, Connecticut’s Planning Committee will define new boundaries and tasks for metropolitan regional agencies in the state. This is a potential opportunity for CRCOG.
- The trends offer cautions on building the cost base of the organization and suggest the need for more shared services and other region wide efforts to control costs while maintaining service levels.
- Recruitment of additional resources should continue to be a priority – \$ 2 million in recent shared services being an example – for ongoing efforts.

### **5.3.6. CRCOG’S CURRENT COMMITMENTS**

CRCOG currently has a number of existing commitments that impact potential for future strategic options:

- Considerable administrative and accounting involved as a pass-through agency as well as in overseeing day to day grant activities
- Policy and Planning commitments include: HUD Sustainable Communities Regional Planning Grant until 2014; Capitol Region Natural Hazard Mitigation Plan by 2013; statutory regional planning responsibilities and Sustainable Capitol Region and Green Clearinghouse initiatives.
- Transportation commitments include: a large number federal initiatives under UPWP; Performance Metrics (MAP-21, accountability and federal accountability); infrastructure investments (Putnam Bridge, Transit System) and implementing project partnerships with the Connecticut Department of Transportation.
- Public Safety current commitments include: provide homeland security and emergency management planning services to 41 communities in DEMHS Region 3; provide staff/contractual support for efficient and effective project implementation and management; continued monitoring of the cost and benefits of all projects, including CAPTAIN and Public Safety related RPIP (Shared Services Grants) projects.
- Municipal Services current commitments include: Purchasing Council (15-20 annual/biennial bids per year, natural gas and electricity energy programs, EZIQC); service sharing grants (including RPIP grants and back office study, Human Resources initiatives and staffing CCSWA); and e-government related work (broadband advocacy and Online Permitting).

### **5.3.7. DETAILED STRATEGIC SUMMARY**

The following section details the major themes that emerged from the CRCOG strategic review:

- Diversify funding sources that support CRCOG's core services.
- Continue technical support in Transportation and Planning areas and continued leadership in Regional Transit and Sustainable Communities.
- Continue efforts in shared services, especially in currently successful areas (e.g., Purchasing Council and CAPTAIN) and upcoming high priority areas for municipalities (e.g., leveraging Broadband and Human Resources).
- Strive for a strong capital region by outreach and networking to policy board members, especially new members and smaller towns.

#### **1) Diversify Funding Sources**

- Regional Performance Incentive Program is an annual opportunity for grants and programs and should be pursued in line with CRCOG's core mission and priorities of the CRCOG board as concluded in the survey.
- Given the current fiscal climate, it is imperative for CRCOG in all its departments seek out new funding sources and alternatives and meeting the right balance between fees and services delivered, when applicable.
- CRCOG would benefit also by seeking out more support from our Congressional delegation.
- Innovative Financing (Value Pricing Study for I84 Underway).

#### **2) Technical Support**

- Provide planning technical assistance to the CRCOG communities, especially smaller communities.
- Continue providing Transportation technical support to CRCOG communities, including GIS mapping and support.

#### **3) Transportation**

- FHWA Every Day Counts (Streamlining project delivery, corridor-wide approach to planning).
- Leveraging Inter-State Connections (NHHS Rail – enhanced connection to NY City in 2016).
- **CTfastrak** bus rapid transit (Marketing, continuing to build ridership) and advancing the Regional Transit Strategy.

#### **4) Sustainable Communities**

- Sustainable Communities / Complete Streets (TOD, supporting major transit investments, greening the region).
- Support towns in implementing best practices coming out of HUD-funded Sustainable Communities project and follow-up on HUD SCI Bi-State Action Plan.

#### **5) Public Safety and Homeland Security Related Shared Services**

- Continued support for CAPTAIN and CAPTAIN 4G.
- Seek out additional first responder involvement/municipal staff time.

#### ***6) Municipal Services related Shared Services***

- Enhance cooperation with other state/regional entities, including partnering with CCM, COST, CTCMA, CREC and GMIS on topics of common interest (i.e. municipal broadband).
- Actively invite current members to participate in Municipal Services Committee, e-Government and Purchasing Council meetings.
- Establish a municipal service bureau to incorporate current CRCOG programs and new programs for regional cooperation. Concentrate on developing successful regional services in those areas that are needed most by members: Human Resources, Back Room Functions, Revaluations/Assessment, and Dispatch/Public Safety areas.

#### ***7) Strong Capital Region: CRCOG Overall Opportunities***

- Boundaries legislation – is an opportunity to re-organize based on urbanized areas, but many COGs are against this and may be difficult to achieve effective change.
- Continue to inform Chief Elected Officials and Chief Administrative Officers on the benefits of CRCOG and overall CRCOG roles. Encourage CEOs via “buddy system” and Executive Director outreach, stressing that CRCOG is a place to network with other CEOs and those who face the same problems and difficulties from the same perspective, which is unique in towns.
- Develop and hold a workshop on the pros, cons, costs and role of Broadband access/installation for communities.
- Strengthen and develop those services that would be beneficial to smaller communities so that membership stays strong with these municipalities

### ***5.4. GLOSSARY***

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**Additive Rate** – Overhead rate completed annually which is applied to direct salary expenditures. Reimbursement for Transportation programs, (operations) are based on the overhead rate.

**Brownfields** – A brownfield site is defined as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of hazardous substances, pollutants, contaminants, controlled substances, petroleum or petroleum products, or is mine-scarred land. In most cases these are prime properties for commercial or industrial use.

**Balanced Budget** – A budget under which the revenues are greater than or equal to the expenditures.

**Budget** – A financial plan, including proposed expenditures and estimated revenues, for a period in the future.

**CAPTAIN** – Capitol Region Total Access Information Network, a Mobile Data Communications System for police and fire.

**Charrette**: a collaborative session in which designers draft a solution to a design problem. In land use and urban planning a charrette typically involves intense and possibly multi-day meetings, involving municipal officials, developers, and residents.

**CT CHIEF** – Connecticut Criminal History and Incident Exchange Facility, a public safety Records Management System.

**CT Transit** – Connecticut Transit is the Connecticut Department of Transportation (ConnDOT)-owned bus service.

**e-Procurement** – A secure, automated, online bidding system that allows the Capitol Region Purchasing Council and its membership to manage all competitive and other procurement processes on the Internet and streamlines procurement activities with an online software system.

**Expenditure** – Represents the charge against the budget for goods or services actually received.

**EZ-IQC** - EZ Indefinite Quantity Construction – a competitive bid process that allows towns to contact select vendors for small construction projects with predefined pricing table. EZ-IQC projects do not include federally funded projects, but may include state, municipal and grant funding.

**Fiscal Year** – The twelve month period at the end of which a government determines its financial condition and the results of its operation and closes its books. The CRCOG fiscal year begins on July 1<sup>st</sup> and ends June 30<sup>th</sup> each year.

**First Selectman** – In Connecticut the First Selectman is the chief executive and administrative officer of most towns with the Selectmen-Town Meeting form of government.

**Fund** – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives.

**General Fund** – Consists of accounts for receipts not earmarked by law for a specific purpose, the proceeds of general borrowing, and the expenditure of these monies.

**Grant** – Funds given to tax-exempt nonprofit organizations or local governments to fund a specific project and require some level of reporting. The process involves an applicant submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposals from the funder.

**HOME Connecticut** – A statewide campaign aimed at increasing the stock of affordable housing in Connecticut.

**HUD** – United States Department of Housing and Urban Development

**Jobs Access** – The main focus of the Jobs Access program is to provide transportation services to TFA (Temporary Family Assistance) and low-income individuals by enhancing public transit services to welfare recipients and other low-income populations for the purposes of commuting to places of employment or employment related activities.

**Journey Home** – Organization that coordinates implementation of the 10-Year Plan to End Chronic Homelessness in the Capitol Region.

**Metropolitan Planning Organization** – Metropolitan Planning Organizations (MPO) are designated by federal law to conduct regional transportation planning and to select federally funded projects.

**Operating Budget** – The annual budget of an activity stated in terms of functional/subfunctional categories and cost accounts. It contains estimates of the total value of resources required for the performance of the operation including reimbursable work or services for others.

**Revenue** – All amounts of money received by a government entity, net of refunds and other correcting transactions, other than from issue of debt, liquidation of investments, and as agency and private trust transactions.

**Reverse 911** – A communications solution that uses a patented combination of database and GIS mapping technologies to deliver outbound notifications, for general information and in times of crisis.

**Regional Planning Organization** – Regional Planning Organizations are statutorily authorized regional entities voluntarily established by the municipalities located within Connecticut's 13 state-defined planning regions. There are three types: Regional Planning Agencies (RPAs), Regional Councils of Elected Officials (RCEOs), and Regional Councils of Governments (RCOGs).

**STIF** – Connecticut's government investment pool, Short Term Investment Fund

**STP Urban** – The Federal Surface Transportation Program, to improve federal aid eligible highways within urban areas. Projects must meet federal and state requirements. Communities are eligible for funding on roads functionally classified as higher than "local".

**Service Sharing** – A CRCOG Initiative to help municipalities achieve more by using regional solutions for municipal challenges that lead to reduced costs and enhanced services. The goal is to have every community look for regional solutions to their challenges that lead to reduced costs and enhanced services.

**Town Council** – The Town Council is responsible for setting policy through the enactment of ordinances and resolutions.

**Unobligated Funds** – Unobligated Funds will be carried forward to offset projected deficit in Fiscal Year 2014-15.

## ***5.5. ABBREVIATIONS AND ACRONYMS***

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**AFT** – American Farmland Trust

**ARRA** -American Recovery and Reinvestment Act

**CAPTAIN** – Capitol Region Total Access Information Network

**CCM** – Connecticut Conference of Municipalities

**CCP** – Citizen Corps Programs

**CCRPA** – Central Connecticut Regional Planning Agency

**CERT** – Community Emergency Response Team

**CMAQ** -Congestion Mitigation and Air Quality

**COLA** – Cost of Living Adjustments

**ConnDOT** – Connecticut Department of Transportation

**CREC** – Capitol Region Education Council



**CREPC** – Capitol Region Emergency Planning Committee

**CRMMRS** – Capitol Region Metropolitan Medical Response System

**CR-MRC** – Capitol Region Medical Reserve Corps

**CRCOG** – Capitol Region Council of Governments

**CRPC** – Capitol Region Purchasing Council

**CRI** – Cities Readiness Initiative

**CT** – Connecticut

**CT-SART** – Connecticut State Animal Response Team

**DEMHS** – Department of Emergency Management and Homeland Security

**DEP** - Department of Environmental Protection

**DOT** -Connecticut Department of Transportation

**DSS** – Department of Social Services

**EFS** – Emergency Support Function

**EJ** -Environmental Justice

**EMS** – Emergency Medical Services

**EPA** – Environmental Protection Agency

**EZ-IQC** - EZ Indefinite Quantity Construction

**FEMA** – Federal Emergency Management Agency

**FFY** – Federal Fiscal Year

**FHWA** – Federal Highway Administration

**FTA** - Federal Transit Administration

**FY** - Fiscal Year

**GIS** – Geographic Information Systems

**HSGP** – Homeland Security Grant Program

**HUD** – U.S. Department of Housing and Urban Development

**IECGP** – Interoperable Emergency Communications Grant Program

**JAG** – Justice Assistance Grant

**LEP** -Limited English Proficiency

**LEPC** – Local Emergency Planning Committee

**LRAR** -Local Road Accident Reduction Program

**MMRS** – Metropolitan Medical Response Systems

**MRC** – Medical Reserve Corps

**NHHS** – New Haven/Hartford/Springfield Rail Project

**NIMS** – National Incident Management System

**NIMSCAST** – NIMS Compliance Assistance Support Tool

**OPM** – Office of Policy and Management

**PPP** -Public Participation Plan

**RCC** – Regional Emergency Coordination Center

**RESF** – Regional Emergency Support Function

**RFI** – Request for Information

**RFP** – Request for Proposal

**ROBIR** – Regional Offender Based Image Retrieval System

**RID** – Regional Incident Dispatch Team

**RPIP** – Regional Performance Incentive Program

**ROW** – Right of Way

**SHSGP** – State Homeland Security Grant Program

**STEAP** – Small Town Economic Assistance Program

**STIF** – Short Term Investment Fund

**SWOT** – Strengths, Weaknesses, Opportunities and Threats

**TIP** - Transportation Improvement Program

**TOD** – Transit Oriented Development

**TRS** – Treated Road Salt

**UASI** – Urban Area Security Initiative

**UPWP** - Unified Planning Work Program (Transportation Work Program)

**WTW** – Welfare to Work